



# BASE CLOSURE AND REALIGNMENT COMMISSION

REGIONAL HEARING  
ATLANTA, GEORGIA

JUNE 30, 2005 8:30AM

Georgia Tech Convention Center

## HEARING AGENDA

Presentation of Colors

National Anthem

Opening Statement by Chairman Gehman

I. State Testimony – Georgia (*approx 120 mins*)  
*Commissioner Questions*

II. State Testimony – Alabama (*approx 60 mins*)  
*Commissioner Questions*

III. State Testimony – Tennessee (*approx 30 mins*)  
*Commissioner Questions*

Closing Statement by Chairman Gehman

Media Availability

Reset for afternoon Hearing

# COMMISSION ATTENDEES

## COMMISSIONERS

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Commissioner Bilbray  
Commissioner Coyle  
Commissioner Gehman  
Commissioner Skinner

## STAFF

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### Advance

Shannon Graves  
Ashley Dyer

### Communications

Rob McCreary  
Megan Riffle

### Legal Counsel

Dan Cowhig

### Legislative Affairs

Christine Hill  
Rory Cooper

### R&A

Frank Cirillo, Director, Review and Analysis  
Bob Cook, Deputy Director, Review and Analysis  
Tim Abrell, Joint Issues Team  
Mike Avenick, Army Team  
Syd Carroll, Joint Issues Team  
Ryan Dean, Joint Issues Team  
Gary Dinsick, Army Team Leader  
Bill Fetzer, Navy Team  
Wes Hood, Army Team  
Tim MacGregor, Air Force Team  
Don Manuel, Army Team  
Brad McRee, Joint Services Team  
Kathleen Robertson, Deputy Leader, Joint Services Team  
Ken Small, Air Force Team Leader



# BASE CLOSURE AND REALIGNMENT COMMISSION

Chairman's  
Opening Statement

Regional Hearing  
of the  
2005 Base Closure and Realignment Commission

for

Georgia, Alabama, Tennessee

8:30 a.m.  
June 30, 2005

Atlanta, Georgia

Good Afternoon.

I'm Harold Gehman, and I will be the chairperson for this Regional Hearing of the Defense Base Closure and Realignment Commission. I'm also pleased to be joined by my fellow Commissioners James Bilbray, Philip Coyle, and Samuel Skinner for today's session.

As this Commission observed in our first hearing: Every dollar consumed in redundant, unnecessary, obsolete, inappropriately designed or located infrastructure is a dollar not available to provide the training that might save a Marine's life, purchase the munitions to win a soldier's firefight, or fund advances that could ensure continued dominance of the air or the seas.

The Congress entrusts our Armed Forces with vast, but not unlimited, resources. We have a responsibility to our nation, and to the men and women who bring the Army, Navy, Air Force and Marine Corps to life, to demand the best possible use of limited resources.

Congress recognized that fact when it authorized the Department of Defense to prepare a proposal to realign or close domestic bases. However, that authorization was not a blank check. The members of this Commission accepted the challenge, and necessity, of providing an independent, fair, and equitable assessment and evaluation of the Department of Defense's proposals and the data and methodology used to develop that proposal.

We committed to the Congress, to the President, and to the American people, that our deliberations and decisions will be open and transparent – and that our decisions will be based on the criteria set forth in statute.

We continue to examine the proposed recommendations set forth by the Secretary of Defense on May 13th and measure them against the criteria for military value set forth in law, especially the need for surge manning and for homeland security. But be assured, we are not conducting this review as an exercise in sterile cost-accounting. This commission is committed to conducting a clear-eyed reality check that we know will not only shape our military capabilities for decades to come, but will also have profound effects on our communities and on the people who bring our communities to life.

We also committed that our deliberations and decisions would be devoid of politics and that the people and communities affected by the BRAC proposals would have, through our site visits and public hearings, a chance to provide us with direct input on the substance of the proposals and the methodology and assumptions behind them.

I would like to take this opportunity to thank the thousands of involved citizens who have already contacted the Commission and shared with us their thoughts, concerns, and suggestions about the base closure and realignment proposals. Unfortunately, the volume of correspondence we have received makes it impossible for us to respond

directly to each one of you in the short time with which the Commission must complete its mission. But, we want everyone to know -- the public inputs we receive are appreciated and taken into consideration as a part of our review process. And while everyone in this room will not have an opportunity to speak, every piece of correspondence received by the commission will be made part of our permanent public record, as appropriate.

Today we will hear testimony from the states of Georgia, Alabama, and Tennessee. Each state's elected delegation has been allotted a block of time determined by the overall impact of the Department of Defense's closure and realignment recommendation on their states. The delegation members have worked closely with their communities to develop agendas that I am certain will provide information and insight that will make up a valuable part of our review. We would greatly appreciate it if you would adhere to your time limits, every voice today is important.

I now request our witnesses to stand for the administration of the oath required by the Base Closure and Realignment statute. The oath will be administered by Dan Cowhig, the Commission's Designated Federal Officer.



## SWEARING IN OATH

Do you swear or affirm that the testimony you are about to give, and any other evidence that you may provide, are accurate and complete to the best of your knowledge and belief, so help you God?





# Georgia

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    - ii. DoD Recommendation
    - iii. Commission Base Visit
  
  - C. **INSTALLATION CONTENTS - NAVAL AIR STATION ATLANTA**
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ATLANTA, GA  
REGIONAL HEARING

JUNE 30, 2005

8:30am

Presentation of Colors  
National Anthem

GEORGIA

Panel 1-Statewide Overview  
15 minutes

Governor Sonny Perdue - 5 minutes  
Senator Saxby Chambliss – 5 minutes  
Senator Johnny Isakson – 5 minutes

Panel 2 – Bases Recommended for Closure  
63 minutes

Fort McPherson/Fort Gillem

Congressman John Lewis -2 minutes  
Congressman David Scott – 2 minutes  
BG Phil Browning (Ret.), Executive Director,  
GA Military Affairs Coordinating Committee - 25 minutes

Naval Air Station-Atlanta

Congressman Phil Gingrey – 2 minutes  
Major Gen. Larry Taylor (Ret.), Cobb Chamber of  
Commerce – 15 minutes

Navy Supply Corps School

Congressman John Barrow – 2 minutes  
Capt George Huban (Ret.), The Navy School  
In Athens Foundation and Athens Chamber– 15 minutes

Panel 3 – Bases Recommended to Gain  
25 minutes

Kings Bay Naval Submarine Base

Congressman Jack Kingston – 2 minutes  
Capt Walt Yourstone (Ret.), Executive Director,  
Camden Partnership – 8 minutes

Fort Benning

Congressman Lynn Westmoreland – 2 minutes

Col. John Mitchell (Ret.) Chair Military Affairs Committee and the Fort Benning Futures Partnership – 4 minutes

Col. Biff Hadden (Ret.), Vice President, Economic Development, Columbus Chamber of Commerce and Fort Benning Futures- 4 minutes

Marine Corps Logistics Base-Albany

Congressman Sanford Bishop – 2 minutes

Col. Jim Taylor (Ret.), Southwest Georgia Alliance For Progress and Albany Chamber – 3 minutes

Closing

Senator Saxby Chambliss – 5 minutes

# DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

## BASE SUMMARY SHEET

### Fort McPherson, GA

#### INSTALLATION MISSION

Fort McPherson is home to Forces Command (FORSCOM), U.S. Army Reserve Command (USARC), and Third U.S. Army. Fort McPherson is located in Southwest Atlanta, approximately four miles from downtown Atlanta and eleven miles from Atlanta Hartsfield International Airport. The installation sits on 487 acres; historic district sits on 33 acres and has 40 buildings listed on the National Register of Historic Places.

As the Army's largest major command, FORSCOM supervises the training of Active, Army National Guard and U.S. Army Reserve soldiers to provide a strategic ground force capable of responding rapidly to crisis worldwide.

Third U.S. Army's principal mission as the Army component of United States Central Command (CENTCOM) is one of regional determent and the ability to deploy on short notice to its area of responsibility: 19 countries covering Southwest Asia, Northeast Africa, and the Persian Gulf. Functions as a Joint Forces Land Component Command (JFLCC) or Coalition Joint Task Force (C/JTF) when designated by Commander-in-Chief, U.S. Central Command (USCINCENT). Executes Operational Control (OPCON) and Tactical Control (TACON) of forces operating within the CENTCOM Area of Responsibility.

The U.S. Army Reserve Command (USARC), a major subordinate command of U.S. Army Forces Command, commands, controls, and supports all Army Reserve troop units in the Continental United States with the exception of Psychological Operations and Civil Affairs units. The USARC also ensures the readiness of its forces and prepares the nearly 1,700 units under its command to mobilize and deploy to a wartime theater of operation.

#### DOD RECOMMENDATION

Close Fort McPherson, GA. Relocate the Headquarters US Army Forces Command (FORSCOM), and the Headquarters US Army Reserve Command (USARC) to Pope Air Force Base, NC. Relocate the Headquarters 3rd US Army to Shaw Air Force Base, SC. Relocate the Installation Management Agency Southeastern Region Headquarters and the US Army Network Enterprise Technology Command (NETCOM) Southeastern Region Headquarters to Fort Eustis, VA. Relocate the Army Contracting Agency Southern Region Headquarters to Fort Sam Houston.

#### DOD JUSTIFICATION

This recommendation closes Fort McPherson, an administrative installation, and moves the tenant headquarters organizations to Fort Sam Houston, Fort Eustis, Pope AFB and Shaw AFB. It enhances the Army's military value, is consistent with the Army's Force Structure Plan, and

maintains adequate surge capabilities to address future unforeseen requirements. This closure allows the Army to employ excess capacities at installations that can accomplish more than administrative missions. The organization relocations in this recommendation also create multifunctional, multi-component and multi-Service installations that provide a better level of service at a reduced cost. The recommended relocations also retain or enhance vital linkages between the relocating organizations and other headquarters activities. FORSCOM HQs is relocated to Pope AFB where it will be co-located with a large concentration of operational forces. The USARC HQs has a mission relationship with FORSCOM that is enhanced by leaving the two co-located. 3rd Army is relocated to Shaw AFB where it will be collocated with the Air Force component command of CENTCOM. The IMA and NETCOM HQs are moved to Fort Eustis because of recommendations to consolidate the Northeastern and Southeastern regions of these two commands into one Eastern Region at Fort Eustis. The ACA Southern Region HQs is moved to Fort Sam Houston where it is recommended to consolidate with the ACA Southern Hemisphere Region HQs, and where it will co-locate with other Army service providing organizations.

**COST CONSIDERATIONS DEVELOPED BY DOD**

- ◆ One-Time Costs: \$197.8 million
- ◆ Net Savings (Cost) during Implementation: \$111.4 million
- ◆ Annual Recurring Savings: \$82.1 million
- ◆ Return on Investment Year: Calendar Year 2 years
- ◆ Net Present Value over 20 Years: \$895.2 million

**MANPOWER IMPLICATIONS OF THIS RECOMMENDATION (EXCLUDES CONTRACTORS)**

<b>Baseline</b>	<u>Military</u>	<u>Civilian</u>	<u>Students</u>
Reductions	288	652	0
Realignments	2,037	1,326	0
<b>Total</b>			

**MANPOWER IMPLICATIONS OF ALL RECOMMENDATIONS AFFECTING THIS INSTALLATION (INCLUDES ON-BASE CONTRACTORS AND STUDENTS)**

	<b>Out</b>		<b>In</b>		<b>Net Gain (Loss)</b>	
	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>
This Recommendation	(2,260)	(1,881)	0	0	(2,260)	(1,881)
Other Recommendation(s)	0	0	0	0	0	0
<b>Total</b>	<b>(2,260)</b>	<b>(1,881)</b>	<b>0</b>	<b>0</b>	<b>(2,260)</b>	<b>(1,881)</b>

## ENVIRONMENTAL CONSIDERATIONS

Closure of Fort McPherson will necessitate consultations with the State Historic Preservation Office. Closure of operational ranges will likely necessitate clearance of munitions and remediation of any munition constituents. The remediation costs for these ranges may be significant and the time required for completing remediation is uncertain. Fort McPherson has contaminated water resources that will require restoration and/or monitoring. A new source review will be required at Fort Sam Houston. An Air Conformity determination and New Source Review and permitting effort will be required at Fort Eustis. A minor air permit revision may be necessary at Pope AFB. Significant mitigation measures to limit releases to impaired waterways may be required at Fort Sam Houston and Fort Eustis to reduce impacts to water quality and achieve US EPA water quality standards. Construction at Pope AFB may have to occur on acreage already constrained by TES. This recommendation has the potential to impact wetlands at Pope AFB and Shaw AFB. This recommendation has no impact on dredging; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; or waste management. This recommendation will require spending approximately \$2.5M for environmental compliance activities. These costs were included in the payback calculation. Fort McPherson reports \$129.7M in environmental restoration costs. Because the Department has a legal obligation to perform environmental restoration regardless of whether an installation is closed, realigned, or remains open, these costs were not included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the installations in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

## REPRESENTATION

Governor: Sonny Perdue  
Senators: Saxby Chambliss  
          Johnny Isakson  
Representative: John Lewis

## ECONOMIC IMPACT

- Potential Employment Loss: 6,846 jobs (4,141 direct and 2705 indirect)
- MSA Job Base: 2,777,548 jobs
- Percentage: 0.2 percent decrease
- Cumulative Economic Impact (Year-Year): 0.4 percent decrease

## MILITARY ISSUES

The potential disruption of the relocation of the headquarters organizations responsible for training of Active, Army National Guard and U.S. Army Reserve soldiers to provide a strategic ground force capable of responding rapidly to crisis worldwide.

## **COMMUNITY CONCERNS/ISSUES**

A review of community attributes revealed no significant issues regarding the ability of the infrastructures of the local communities to support missions, forces, and personnel. When moving from Fort McPherson to Pope AFB, the following local capability is improved: Cost of Living. The following local area capabilities are not as robust: Housing, Employment, Medical and Safety. When moving from Fort McPherson to Fort Eustis, the following local capabilities are improved: Cost of Living and Transportation. The following local area capabilities are not as robust: Housing, Education, and Medical Health. When moving from Fort McPherson to Fort Sam Houston, the following local capability is improved: Cost of Living. The following local area capabilities are not as robust: Employment, Medical and Safety. When moving from Fort McPherson to Shaw AFB, the following local capability is improved: Cost of Living. The following local area capabilities are not as robust: Housing, Education, Medical and Safety. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

## **ITEMS OF SPECIAL EMPHASIS**

Will the relocation of the headquarters organizations from Fort McPherson create an unacceptable impact on the Army's training, recruitment and installation management?

Will the preservation and caretaking of Fort McPherson's significant historic sites be an issue?

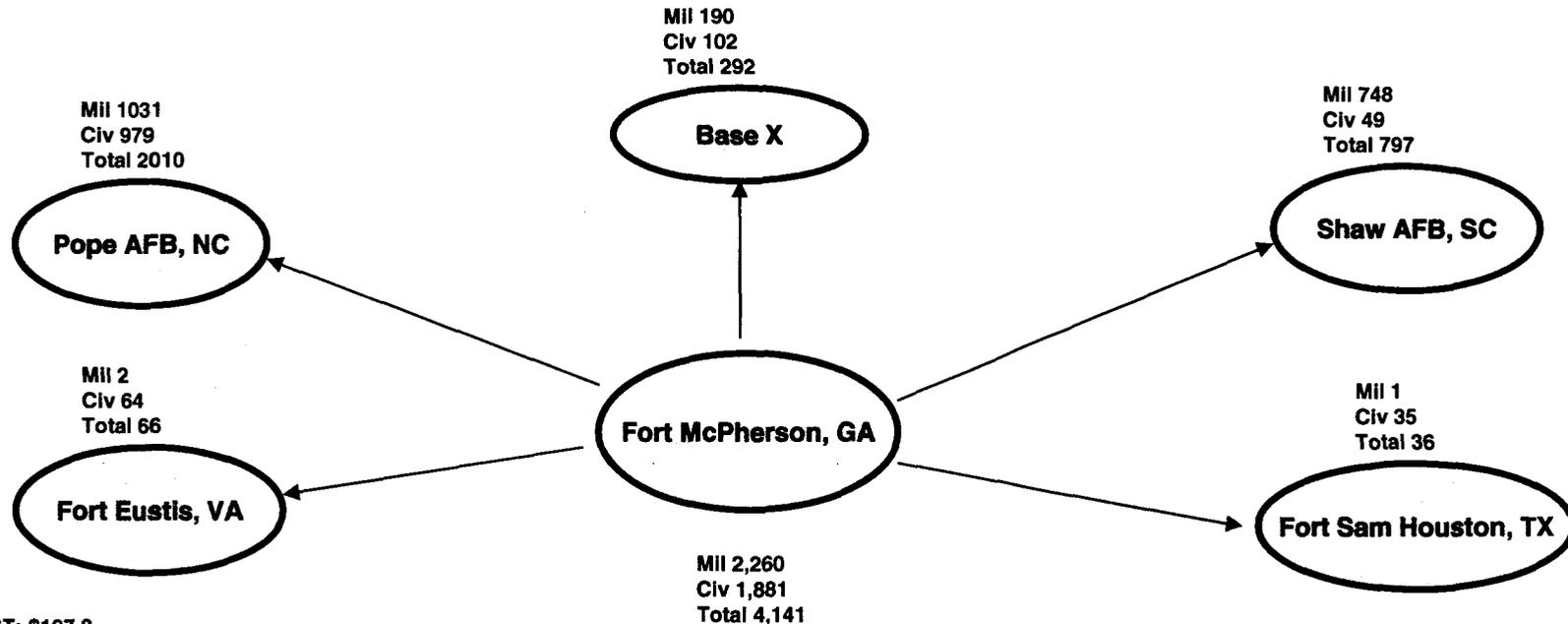
Is there any concern that the Army will lose expertise that cannot be replaced as a result of this closure and relocations?

How significant will the cleanup of Fort McPherson be and is it doable?

Donald Manuel/Army/June 1, 2005

## Fort McPherson Close

**Recommendation:** Close Fort McPherson, GA. Relocate the Headquarters US Army Forces Command (FORSCOM), and the Headquarters US Army Reserve Command (USARC) to Pope Air Force Base, NC. Relocate the Headquarters 3rd US Army to Shaw Air Force Base, SC. Relocate the Installation Management Agency Southeastern Region Headquarters and the US Army Network Enterprise Technology Command (NETCOM) Southeastern Region Headquarters to Fort Eustis, VA. Relocate the Army Contracting Agency Southern Region Headquarters to Fort Sam Houston.



**COST:** \$197.8

**SAVINGS:** \$82.1 (288 MIL; 652 CIV)

**PAYBACK:** 2 YRS

**NET COST/SAVINGS IMPL PERIOD:** \$111.4

**NET PV 20YR PERIOD** \$895.2

BASE VISIT REPORT

FORT MCPHERSON, GA

June 8, 2005

**LEAD COMMISSIONER:** General James T Hill (USA, Ret)

**ACCOMPANYING COMMISSIONER:** None

**COMMISSION STAFF:** Donald R Manuel & Aaron Butler

**LIST OF ATTENDEES:**

Attendees:	Position
General Dan K. McNeill	FORSCOM and Installation Commander
General (RET) James Hill	2005 BRAC Commissioner
Mr. Joe Plunkett-Director	USA Installation Management Agency, SE Regional Office
COL Angela Manos	Installation & Garrison Cdr, Forts McPherson and Gillem
Ms. Patsy Jo Hilliard	Mayor, City of East Point
Mr. David Scott	Congressman, US Rep 13th District
MAJ Ken Casey	Senator Saxby Chambliss Staffer
CSM Andrew Hall	Command Sergeant Major, Forts McPherson and Gillem
Mr. Donald Manuel	BRAC Commission Analyst
Mr. Aaron Butler	BRAC Commission Analyst
Mr. Fred Bryant	Governor Sonny Perdue's Office
Ms Tuere Butler	Congressman John Lewis' Staffer
Mr. Chris Cummiskey	Senator Isakson's Office
Mr. Patrick Moore	Governor Sonny Perdue's Office
Mr. David Johnson	Congressman David Scott's Staffer
Mr. Joseph Johnson	Fulton County Economic Development
Ms. Chandra Harris	Deputy Press Secretary, David Scott's Office
Mr. Howard Butler	Deputy Garrison Commander
COL Grant Steffan	FORSCOM
Mr. Kenneth Williamson	USARC
MACOM & Garrison Staff	21 Members

**BASE'S PRESENT MISSION:** Fort McPherson is home to Forces Command (FORSCOM), U.S. Army Reserve Command (USARC), and Third U.S. Army. Fort McPherson is located in Southwest Atlanta, approximately four miles from downtown Atlanta and eleven miles from Atlanta Hartsfield International Airport. The installation sits on 487 acres; historic district sits on 33 acres and has 40 buildings listed on the National Register of Historic Places.

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**SECRETARY OF DEFENSE RECOMMENDATION:** Close Fort McPherson, GA. Relocate the Headquarters US Army Forces Command (FORSCOM), and the Headquarters US Army Reserve Command (USARC) to Pope Air Force Base, NC. Relocate the Headquarters 3rd US Army to Shaw Air Force Base, SC. Relocate the Installation Management Agency Southeastern Region Headquarters and the US Army Network Enterprise Technology Command (NETCOM) Southeastern Region Headquarters to Fort Eustis, VA. Relocate the Army Contracting Agency Southern Region Headquarters to Fort Sam Houston.

**SECRETARY OF DEFENSE JUSTIFICATION:** This recommendation closes Fort McPherson, an administrative installation, and moves the tenant headquarters organizations to Fort Sam Houston, Fort Eustis, Pope AFB and Shaw AFB. It enhances the Army's military value, is consistent with the Army's Force Structure Plan, and maintains adequate surge capabilities to address future unforeseen requirements. This closure allows the Army to employ excess capacities at installations that can accomplish more than administrative missions. The organization relocations in this recommendation also create multifunctional, multi-component and multi-Service installations that provide a better level of service at a reduced cost. The recommended relocations also retain or enhance vital linkages between the relocating organizations and other headquarters activities. FORSCOM HQs is relocated to Pope AFB where it will be co-located with a large concentration of operational forces. The USARC HQs has a mission relationship with FORSCOM that is enhanced by leaving the two co-located. 3rd Army is relocated to Shaw AFB where it will be collocated with the Air Force component command of CENTCOM. The IMA and NETCOM HQs are moved to Fort Eustis because of recommendations to consolidate the Northeastern and Southeastern regions of these two commands into one Eastern Region at Fort Eustis. The ACA Southern Region HQs is moved to Fort Sam Houston where it is recommended to consolidate with the ACA Southern Hemisphere Region HQs, and where it will co-locate with other Army service providing organizations.

**MAIN FACILITIES REVIEWED:** A tour was conducted of the entire installation and the installation's master plan was used as a guide during the tour. It was noted that Fort McPherson was about "built-out" with only a few sites remaining for new facility construction. Specific sites noted for potential new construction were sites for Residential Communities Initiative (RCI) for new housing (currently on hold) and future site for EOC. Morale Welfare and recreational facilities including golf course, bowling and swimming pool facilities were reviewed along with housing which dates from 1885 to a new barracks complex. The historic district's officer and troop housing was reviewed along with facilities that house the commissary, veterinary, PX, pharmacy and health/ dental clinics. Headquarters buildings for FORSCOM, 3<sup>rd</sup> Army, USARC including parking garage, SE Region of IMA and CID Field Office along with 3<sup>rd</sup> Army Training Center and the 31 meter range complex were reviewed. A new child development center is under contract for construction.

**KEY ISSUES IDENTIFIED:**

- Potential one-time cost variance with the DoD recommendation.
- The Defense Communications Regional Hub which is located in the basement of the FORSCOM Hq building is not addressed in DoD's analysis
- Significance variance between DoD's BRAC 2005 analysis to close Fort McPherson and the BRAC 1993 Commission's analysis to add Fort McPherson to its closure list.
- The Fort McPherson Garrison supports an 85 acre recreational area at Lake Allatoona, GA consisting cabins, boating and outdoor recreational activities with planned construction of \$300K on cabins and \$500K on a activity/conference center
- Leases – USARC (50.6K-SF/\$929K/y); USACE (128.4K-SF/\$1.9M/y) and AEC SREO (3.4K-SF/\$76.1K/y) leases space in Atlanta area

**INSTALLATION CONCERNS RAISED:**

- It appears the cost of relocating Army facilities is underestimated. Building new Command and Control facilities with all communication requirements for Headquarters FORSCOM, USARC, First and Third U.S. Armies is not accurately accounted for in the DoD analysis. The installation believes that the costs are closer to \$315 million.
- The cost of relocating the Defense Information Systems Agency (DISA) regional communications hub located at Fort McPherson is not accounted for in the DoD analysis. The current investment stands at \$1.1 billion. DISA chose Atlanta as the location for this hub because of the significant communications infrastructure available. The installation believes that Fort McPherson and Atlanta are both major communications hubs and that a new communications hub would need to be established and fully operational prior to shutting down the one at Fort McPherson. Equipment cannot simply be moved from one place to another, it would have to be duplicated at its new location at a cost of hundreds of millions of dollars.
- The BRAC 1993 Commission studied Fort McPherson as a possible addition to the base closure list. The BRAC 1993 Commission cost analysis of closing Forts McPherson and Gillem differs significantly from the DoD BRAC 2005 cost analysis. The Commission used the COBRA model to develop cost estimates, return on investment, and break even year. The costs were significantly higher in 1993 dollars than the current DoD 2005

estimate. Model calculations were: One-Time Costs \$284.5 million; Return on Investment 33 years; Break Even 39 years.

- Impact of civilian workforce expertise when the Command and Control Headquarters move from Atlanta to smaller rural areas at a time when the commands are all actively engaged in the Global War on Terrorism.
- Impact to operational capabilities will be incurred by moving to an area with only regional airport capability.
- Fort McPherson also borders East Point, Georgia, which is a Historically Underutilized Business Zone (HUB),

#### **COMMUNITY CONCERNS RAISED:**

- Loss of a military presence in a major metropolitan area and its impact on Army recruiting of African Americans.
- Loss of military support to organizations such as FEMA and Homeland security for the Atlanta metro area.
- Loss of a military presence in a community with a major African American presence and the historical significance that the military has played in offering upward mobility opportunities to this community.
- The economic impact to the community of East Point which depends heavily on the economic stimulus that Fort McPherson has an unemployment rate of 8.7 percent. Loss of Fort McPherson to the City of East Point would result in an estimated negative economic impact of \$592.8 million in this already economically depressed, predominantly minority community.
- The lack of a military presence in the City of Atlanta which is believed to be a major terrorist target. Fort McPherson has Memorandums of Agreement with the Cities of Atlanta and East Point to be first responders and augment municipal capabilities dealing with emergency situations such as the release of hazardous materials (either biological or chemical).
- The Commission should look at moving Fort McPherson's missions to Fort Gillem.

#### **REQUESTS FOR STAFF AS A RESULT OF VISIT:**

- Determine the impact of closure on the DISA hub and whether it should be considered a factor in the closure decision.
- Determine the significance of the variation with the BRAC 1993 Commission's analysis
- Determine the impact on DoD's closure decision if one-time costs are understated.
- Determine the impact of leased activities on DoD's analysis
- Determine whether the Lake Allatoona Recreational Area should be considered as a Commission add if the closures of Fort McPherson & Fort Gillem are sustained by the Commission.

## ADDENDUM TO BASE VISIT REPORT

## FORT MCPHERSON, GA

The following questions were forwarded to the DoD Clearinghouse and DoD's answers are below each question. Further analysis was undertaken on the issue of the Defense Information Systems Agency's (DISA) regional hub that is located in the FORSCOM Headquarters building at Fort McPherson. The installation reports that \$1.1 Billion has been invested in the regional communications hub. The Clearinghouse response below indicates that DISA provided the Army with a certified estimate of \$330,000 to relocate, close down or bypass DISA Service Delivery Nodes. Further insight was obtained during the Commission's visit to Fort Gillem where a DISA representative stated that no final decision had been made regarding the future of the communication hub. He confirmed that it could be taken off line for the amount the Army used in its COBRA analysis and that FORSCOM would have equivalent communication ability at Fort Bragg/Pope, AFB location. Given this understanding of DISA's regional hub, military value will not be greatly impacted by the DISA issue.



DEPARTMENT OF THE ARMY  
OFFICE OF THE ASSISTANT SECRETARY  
INSTALLATIONS AND ENVIRONMENT  
110 ARMY PENTAGON  
WASHINGTON DC 20310-0110

SAIE-IA

MEMORANDUM FOR Army Team Leader, BRAC Commission

SUBJECT: Issues/Concerns/Questions on Fort McPherson, GA

The Commission requested a TABS response to several questions regarding the recommendation to close Ft. McPherson, GA.

Question: What will be the disposition of the DISA Regional communications located in building 200 at Fort McPherson? Local estimates to move and reestablish the DISA Regional Communications Hub ranges from \$4,000K to hundreds of millions depending upon final destination. Security cost will be significant if it remains in place once the Garrison and FORSCOM leave Fort McPherson.

Answer: The recommendation to close Ft. McPherson did not specify a destination or the communications hub. However, DISA provided the Army with a certified estimate of \$330,000 for costs to relocate, close down, or by-pass DISA Service Deliver Nodes on Ft. McPherson. This cost was included in the closure recommendation analysis.

Question: Headquarters Forces Command occupies 362,000 SF and Headquarters U.S. Army Reserve Command occupies 214,000 SF on Fort McPherson and 50,000 SF in off-post leased facilities. The original combined cost of these two headquarters facilities was about \$80M. The Headquarters Forces Command and Headquarters U.S. Army Reserve Command facility planned for Pope, AFB is 284,000SF at a cost of \$42.3M. Please explain the significance of the variations between the current and proposed facilities.

Answer: The current space occupied by a unit was not the determining factor when estimating construction requirements. The construction at Pope AFB is based on the Army standard unit requirements found in the Army Real Property Planning System (RPLANS). These indicate that FORSCOM and USARC HQs require 284,000 SF. The cost to construct this requirement is determined using the standard facility cost per square foot found in the DoD Facilities Pricing Guide and the Area Cost Factor 0.88 for Pope AFB (0.93 at Ft. McPherson). The total cost of construction on Pope AFB estimated by the Army recommendation also includes infrastructure improvement costs. \$42.3M only includes the administrative building. The total cost estimated by the Army is \$53.4M.

SAIE-IA

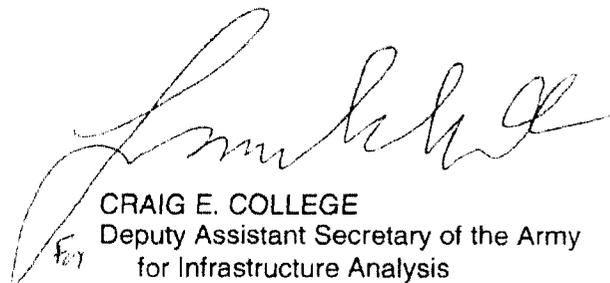
SUBJECT: Issues/Concerns/Questions on Fort McPherson, GA

Question: Headquarters Third U.S. Army occupies 172,000 SF and several mobile trailers and the plan to relocate to Shaw, AFB only provides 130,137 SF. What accounts for the downsizing?

Answer: The current space occupied by a unit was not the determining factor when estimating construction requirements. The construction at Pope AFB is based on the Army standard unit requirements found in the Army Real Property Planning System (RPLANS). These indicate that Third Army HQs requires 128,000 SF. Other administrative SF is constructed for Base Operations support functions per Air Force requirements.

Question: What is the plan for the 85 acre Lake Allatoona Recreational Area that is managed by the Fort McPherson/Gillem garrison?

Answer: There is no current plan for the Lake Allatoona Recreational Area, a Morale, Welfare and Recreation area in Northern Georgia. The area is a Non-appropriated fund facility that receives some garrison function support from Ft. McPherson. This support can be assumed by another Army installation if the Army decides it is to be retained.



CRAIG E. COLLEGE  
Deputy Assistant Secretary of the Army  
for Infrastructure Analysis



*United States Senator · North Carolina*

# Richard Burr

217 Russell Senate Office Bldg. • Washington, D.C. 20510  
(202) 224-3154 • FAX (202) 228-2981  
<http://www.burr.senate.gov>

## Statement to the Defense Base Closure and Realignment (BRAC) Commission

*Charlotte - June 28, 2005*

I would like to thank the Defense Base Closure and Realignment (BRAC) Commission for giving North Carolina communities the opportunity to tell their story. The Secretary of Defense is to be applauded for his leadership in modernizing our Armed Services for the 21<sup>st</sup> Century. This Administration has accurately recognized the need to complete the transformation from a Cold War force and mindset to a modular and adaptive military able to face down emerging and non-traditional threats more quickly. The Commission's task is a tough one, yet necessary. I thank the Commissioners for agreeing to serve our country in such an essential manner.

Our State offers an exceptional quality of life to active duty military personnel including consistent community support for and advocacy on behalf of military personnel and their families. The bases in the State are valuable because of their close proximity to a variety of air, land, and sea-based training, as well as their proximity to one another, providing incredible opportunities for joint training.

North Carolina prides itself on being the most military-friendly state in the Nation. We have a large footprint of bases and training areas in the State and we are generous and welcoming to active duty personnel, veterans, and military retirees alike. North Carolina has addressed the needs of active duty military personnel in creative and unprecedented ways. The General Assembly voted to allow active duty personnel and their dependents to attend the University of North Carolina system and the North Carolina Community College System at in-state tuition levels. Many courses are offered directly on the bases. North Carolina has also worked to streamline the licensing process for professionals who move to the State so that military dependents do not have extended periods of time where they are unable to work in their licensed professions.

In addition to serving the needs of active duty personnel, North Carolina has among the highest veteran and military retiree growth rates in the Nation, as veterans and retirees move to towns served by VA clinics, hospitals and medical centers. The Department of

Veterans Affairs has plans to build 9 new community based outpatient clinics (CBOCs) in the State by 2012 and is adjusting its funding allocations to keep pace with the migration of veterans to the State. These growth trends show no signs of slowing and are evidence of the desire of current and former military personnel to live where they are most welcome and best served.

Further evidence of North Carolina's strong support for the military is apparent in the communities that surround the bases. Each base enjoys a local community support group organized to promote the base and its personnel and to provide advocacy. These support groups regularly communicate with the General Assembly and with Congress on issues ranging from civilian jobs to land use. The results of such efforts are clear. For example, North Carolina's bases have benefited from significant land acquisitions improving safety and minimizing encroachment issues. Each North Carolina base is well-positioned to support current mission levels, with the flexibility to effectively manage potential mission surges and growth in the future.

One of the most important aspects of North Carolina's military bases is their notable access to training areas. North Carolina has become the model for joint training and operations for the military. The proximity of the bases to one another promotes joint training and interdependence and allows for shared use of training areas. For example, the Navy and Air Force both use the Dare County Bombing range, which is the largest such bombing range on the East Coast. Camp Lejeune Marines utilize both the artillery range and the urban combat training facility at Fort Bragg. Seymour Johnson Air Force Base is the secondary deployment site for the 82<sup>nd</sup> Airborne stationed at Fort Bragg. Marine Corps Air Station Cherry Point is the aerial point of embarkation for Camp Lejeune's Marines and the Special Operations Command at Fort Bragg often hosts Navy SEALs groups based in Norfolk and San Diego.

The realignment and closure list that the Secretary of Defense recommended to the Commission is a result of years of work and study. It is a reflection of a new vision of how our Armed Services will recruit, train, deploy, and defend our Nation for years to come. While I am encouraged to see the foresight of this Administration, I want to point out specific recommendations for North Carolina bases that the Commission must review carefully.

Fort Bragg and Pope Air Force Base provide one of the military's quickest response teams with the 82<sup>nd</sup> Airborne and the 43<sup>rd</sup> Airlift Wing which deploys them. As the saying goes, "When the President dials 9-1-1, the phone rings at Fort Bragg." The BRAC Commission must make certain that the proposal to dissolve Pope Air Force Base does not hinder the ability of the 82<sup>nd</sup> Airborne to deploy as quickly as possible. The importance of the airlift capabilities that the Air Force provides through Pope to the Airborne soldiers must be considered. The Army must continue to have adequate airlift to transport the Airborne for both training and deployment. The Commission must give serious consideration to maintaining the current Air Force presence at Pope and study the data and decision-making process by which the Air Force supported closing Pope Air

Force Base and thereby reducing the airlift capability immediately available to Fort Bragg.

The Secretary's recommendation to move U.S. Forces Command and Reserve Command to Fort Bragg is to be applauded. Ample space exists on post to house Forces Command regardless of the Commission's ultimate decision regarding the Air Force presence at Pope. Locating the Forces and Reserve Commands with the Special Operations Command and the leadership of the XVIII Airborne Corps will result in tight-knit training and an unprecedented level of cooperation among key Army leaders. Fort Bragg will be the premier East Coast Army installation with a new ability for Army leadership to share the latest technologies, training techniques, and war planning abilities. North Carolina welcomes U.S. Forces Command and Reserve Command and we encourage the Commission to accept this recommendation.

The Commission must also review the recommendation to reduce the maintenance tasks currently performed by the Naval Aviation Depot at Cherry Point. The Depot is unmatched in its ability to return aircraft to service in a timely and cost efficient manner. The Depot will soon be the designated maintenance facility for the new V-22 tilt rotor aircraft and the Depot's workforce should not be decreased while additional maintenance work is set to arrive in the near future. The Depot was presented the 2004 Secretary of Defense Environmental Award for Environmental Quality (Industrial Installation) and is a model for handling hazardous materials and for developing clean and safe workplace habits. The Depot is vital to sustaining the current operations tempo of Navy and Marine Corps aircraft in the War on Terror.

Marine Corps Air Station Cherry Point has the ability to become the foremost Navy and Marine Corps air station on the East Coast. Havelock and surrounding counties are supportive of the base and desire additional missions at Cherry Point. The air station currently has the acreage to absorb the F/A-18 Super Hornets from other bases which have logistical limitations due to noise complaints and encroachment issues. Cherry Point does not suffer from these challenges and has room to build additional runway and ramp space essential to hosting these F/A-18 aircraft. In fact, the 1993 BRAC Commission recommended new F/A-18 aircraft be based at Cherry Point, but that decision was reversed by the 1995 BRAC Commission. The Commission should consider the future capacity of Cherry Point and the community's interest in accepting additional squadrons of F/A-18s when judging the long-term needs to support the Super Hornets.

In addition, I would encourage the Commission to view the Secretary's recommendations as recognition by the military of its positive relationship with the State of North Carolina. Seymour Johnson Air Force Base was ranked first in the Air Force's data for suitability for missions in three of eight categories – fighters, bombers, and unmanned aerial vehicles. Seymour Johnson also finished second for potential airlift capabilities and fourth for special operations and combat search and rescue missions. Camp Lejeune was also given a nod of approval by the Secretary, as the missions at that base remained largely untouched.

While the Secretary's recommendations are an indication that North Carolina is perceived by the military as a supportive environment for our Armed Services, I would encourage the Commission to review and consider the recommendations very carefully. You must ensure that the 82<sup>nd</sup> Airborne has ample airlift capacity to train and deploy. You must also make certain that the Depot level maintenance capability at Cherry Point is maintained while the Navy and Marine Corps are operating at an elevated tempo. Finally, you must recognize the benefits of housing the Forces Command and Reserve Command at Fort Bragg alongside the XVIII Airborne Corps command and the Special Operations Command and affirm the Secretary's recommendation.

In conclusion, I thank the Commission for its role in the transformation of our Armed Services. Please keep in mind the eagerness of North Carolina in continuing its support for active duty personnel and its pride in providing a platform for the military to train and deploy. If I can be of any assistance to you or provide you with any additional information during this process, please do not hesitate to contact me.

G. K. BUTTERFIELD  
1ST DISTRICT, NORTH CAROLINA

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**Congress of the United States**  
**House of Representatives**  
**Washington, DC**

June 24, 2005

413 CANNON HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515-3301  
(202) 225-3101

DISTRICT OFFICES:  
105 SOUTH DOUGLAS STREET  
WILSON, NC 27893  
TELEPHONE: (252) 237-9816  
FAX: (252) 291-0356

415 EAST BOULEVARD, SUITE 100  
WILLIAMSTON, NC 27892  
TELEPHONE: (252) 789-4939  
FAX: (252) 792-8113

311 WEST SECOND STREET  
P.O. BOX 836  
WELDON, NC 27890  
TELEPHONE: (252) 538-4173  
FAX: (252) 538-6516

201 SAINT ANDREW STREET  
SECOND FLOOR, ROOM 264  
P.O. BOX 1235  
TARBORO, NC 27886  
TELEPHONE: (252) 823-0236  
FAX: (252) 823-8970

The Honorable Anthony J. Principi  
Chairman  
Base Realignment and Closure Commission  
2521 South Clark Street  
Suite 600  
Arlington, VA 22202

Dear Mr. Principi:

Please accept this letter for the June 28, 2005 hearing of the Base Realignment and Closure (BRAC) commission. I thank you for your work on this issue. As you may know, my district include much of Seymour Johnson Air Force Base, Cherry Point Marine Corps Air Station, and the Cherry Point Depot.

**Seymour Johnson Air Force Base**

I commend the decision of the commission to realign KC-135 tankers to this air station. This base is a critical strategic asset on the East Coast and a short flight to Washington, DC.

On January 30, 2005, men and women from Seymour Johnson Air Force Base flew missions to protect and support the historic elections in Iraq. F-15's from Seymour Johnson were the first ones in combat in support of Operation Iraqi Freedom flying 3,200 combat sorties and dropping over 5,000 tons of ordnance. They have also flowing in support of Operation Noble Eagle, Operation Enduring Freedom, the Global War on Terror, and have been critical in protection of the Iraqi "No-Fly Zone." The strategic value of this base cannot be understated and merits the additional responsibility that will arrive with additional tanker aircraft.

**Marine Corps Air Station Cherry Point / Cherry Point Depot**

Cherry Point Depot is the premier repair and maintenance facility in the United States. Currently home to repair and maintenance for the H-53, H-46, and H-1 rotorcraft, this will be the site for all repair and maintenance for the V-22 Osprey, completed Test and Evaluation on Tuesday, June 21, 2005.

The Hon. Principi  
June 24, 2005  
Page 2

The Depot at Cherry Point has the fastest turnaround time of any facility of its kind, returning some aircraft to service in as little as four months. At a time when rotorcraft air assets are old and seeing considerable use, I do not believe that it is wise to realign work away from this depot. The Depot is the only facility in the nation to earned the ISO9001, ISO9002, AS9100, ISO14001, and Occupational Safety System 18001 certifications.

Please be aware that while I disagree with some decisions related to the Cherry Point Depot, I support the goals of the BRAC Commission. Please do not hesitate to contact me.

Very truly yours,

A handwritten signature in black ink, appearing to read "G. K. Butterfield". The signature is fluid and cursive, with a prominent loop at the end.

G. K. Butterfield  
Member of Congress

**BOB ETHERIDGE**  
2D DISTRICT, NORTH CAROLINA

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**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515**

1533 LONGWORTH HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515  
(202) 225-4531

**DISTRICT OFFICES:**

**SUITE 490**  
225 HILLSBOROUGH STREET  
RALEIGH, NC 27603  
(919) 829-9122  
1 (888) 262-6202

P.O. Box 1258  
609 NORTH 1ST STREET  
LILLINGTON, NC 27546  
(910) 814-0335  
1 (866) 384-3743

[www.house.gov/etheridge](http://www.house.gov/etheridge)

**Statement of Congressman Bob Etheridge**  
**BRAC Field Hearing, Charlotte, North Carolina**  
**June 28, 2005**

Good afternoon. I want to welcome the Commissioners and staff of the 2005 round of the Base Realignment and Closure Commission (BRAC) to North Carolina. I appreciate the enormity of the task before you, and I am grateful for your careful consideration of the facts that are presented to you by our local North Carolina military communities.

More years ago than I care to recall, I wore our nation's uniform as an enlisted man stationed at Fort Bragg. Today, I have the honor of representing Fort Bragg, Pope Air Force Base and the surrounding communities in the U.S. House of Representatives. My family and I have resided in nearby Harnett County for more than thirty years. And I can tell you without reservation that North Carolina's communities strongly support our nation's military and the men and women who serve in it.

The Bragg/Pope team is the home of the airborne, and when the President and the Joint Chiefs of Staff dial 911, the phone rings here. The airborne is our military's premier power projection force, and the synergy achieved by these two services working together demonstrates the supreme military value inherent in the military's jointness doctrine. That doctrine was born of necessity and has become the abiding foundation of the modern American military.

Let me begin by stating that I squarely endorse the Defense Department's proposal to relocate the U.S. Army Forces Command Headquarters and the Army Reserve Command Headquarters to Fort Bragg. This outstanding proposal will achieve the goal of optimizing efficiency and warfighting capability and meets all BRAC selection criteria. It just makes good sense to place the Army headquarters responsible for providing trained forces on the same installation with headquarters that train and equip Army conventional and Special Operations Forces. This proposal allows the FORSCOM Commander to stay linked to the joint community from the tactical level through the strategic level.

The Army proposal to move an additional Brigade Combat Team and other units to Fort Bragg also increases the strategic military value of Bragg/Pope as a joint team.

This proposal builds on the many successes the Bragg/Pope team has achieved as our nation's strategic crisis response team, having executed countless missions throughout the world ranging from combat to humanitarian relief. These proposals will work to strengthen the capabilities of the already formidable Bragg/Pope team and enhance the power projection of our nation's 911 force.

Unfortunately, the Air Force seriously erred in its recommendation to realign Pope Air Force Base and disestablish the 43<sup>rd</sup> Airlift Wing. This proposal would destroy the unique capabilities of the Bragg/Pope joint relationship which serves as a model of the success of this doctrine. Closing down the 43<sup>rd</sup> Airlift Wing would violate the Department of Defense Overarching Principle by diminishing the capability of forces on Fort Bragg to respond rapidly, thereby reducing the military value of this exceptional joint team. This degradation in mission value was not adequately considered or properly weighed by the Office of Secretary of Defense in accordance with BRAC selection criteria. Specifically, OSD guidance issued on November 15, 2002 states: "A primary objective of BRAC 2005 is to examine and implement opportunities for greater joint activity."

Policymakers at all levels must adhere to the rule of not attempting to fix what is not broken. The joint synergy in the Bragg/Pope team is an outstanding success story worthy of support not a misguided "fix." Over the past two decades and more the Bragg/Pope team has evolved into a highly effective Strategic Crisis Response asset for our nation's military. From the Grenada action to Operation Desert Storm to Operation Iraqi Freedom, this 911 force is the first to respond and the first to deploy whenever the order is given.

The Air Force wrongly assessed military value by aircraft platform rather than by installation mission or function. As a result, the Air Force failed to consider the degradation of military value in the Pope realignment proposal. In addition, the Air Force did not advise the Joint Steering Group for its consideration of the significant military degradation in the proposal.

After careful consideration of the facts in this matter, I am confident that you will conclude as I have that the Air Force recommendation to realign Pope Air Force Base violated OSD Overarching Principle because it diminishes the capability of forces on Fort Bragg to respond rapidly, thereby reducing the military value of this team. Most importantly, the Secretary of Defense deviated substantially from the BRAC selection criteria by approving the Air Force recommendation despite the irreparable damage it would do to the priority goal of enhanced joint services activity.

In conclusion, we North Carolinians are rightly proud of our outstanding military installations and our men and women who serve here. We welcome the opportunity to showcase the unique capabilities of the Bragg/Pope team. Thank you for coming to North Carolina to review our case, and I look forward to working with you throughout your deliberations.

ROBIN HAYES

8TH DISTRICT, NORTH CAROLINA

130 CANNON HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515  
(202) 225-3715  
FAX: (202) 225-4036  
www.house.gov/hayes

COMMITTEES:

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**Congress of the United States**  
**House of Representatives**  
Washington, DC 20515-3308

DISTRICT OFFICES:

137 UNION STREET, SOUTH  
CONCORD, NC 28025  
(704) 786-1612  
FAX (704) 782-1004

230 EAST FRANKLIN STREET  
ROCKINGHAM, NC 28379  
(910) 997-2070  
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(888) 207-1311

June 28, 2005

The Honorable Anthony Principi  
Chairman  
Base Realignment and Closure Commission  
The Pentagon  
Washington, DC 20301-1000

Dear Chairman Principi and BRAC Commissioners:

Thank you for the time and attention you have devoted to the military installations in North Carolina. We have some of the premier facilities in the world and we appreciate the chance to showcase them. I would like to specifically address the Ft. Bragg-Pope Air Force Base complex.

As you know, Ft. Bragg is the epicenter of the military universe. When the world calls 911, the phone rings at Bragg. Our paratroopers, special operations forces and other military units are the best in the world. The Ft. Bragg-Pope Air Force Base complex embodies jointness, a key tenet of the BRAC criteria. The Air Force, Army, and Special Operations Forces train, live, eat and work together. The symbiotic relationship the military has at Bragg and Pope is unparalleled and creates power projection capability second to none.

As you also know, one of the overarching principles of the BRAC criteria addresses deployment and employment. The Department of Defense should take advantage of opportunities for joint and combined basing, installations that are secure, optimally located for mission accomplishment. Closing down the 43<sup>rd</sup> Airlift Wing violates this overarching principle as it diminishes the capability of forces on Ft. Bragg to respond rapidly, and it reduces the military value of this joint team. After a careful analysis of Department and OSD BRAC data, it is apparent that the degradation in mission value was not adequately considered or properly weighted in accordance with BRAC selection criteria. I don't believe that the decision to realign Pope AFB was made for the right reasons and does not follow BRAC guidance and priorities.

Additionally, the departure of the 43<sup>rd</sup> Airlift Wing causes a great loss of the jointness in planning and execution that has been the keystone to the success of the joint team at Pope

and Bragg. As you know, there is a requirement for a 24-hour timeline, from alert to wheels up, to execute the nation's Strategic Crisis Response mission. The proposed squadron with 16 aircraft will not have the ability nor authority to develop a planning and execution mission with the XVIII Airborne Corps nor the 82<sup>nd</sup> Airborne Division. Thus, the rationale to consolidate an aging aircraft fleet of C-130s in one place does not allow the remaining tenants to achieve the symbiotic partnership that has been stalwart in our nation's defense for the past two decades. We were "purple" at Pope and Bragg before jointness was a buzzword in the Department of Defense.

Finally, I would like to comment on a few of the other recommendations proposed for the Bragg and Pope team. I fully support the location of US Army FORSCOM and Army Reserve Command to Ft. Bragg. This move optimizes efficiency and warfighting capability, and creates a synergy of blending the training and equipping of our active duty, reserve component, and special forces soldiers second to none. Additionally the addition of the 4<sup>th</sup> Brigade Combat Team further enhances the installation's ability to project power and develops the Army's current modularity plan.

In closing, thank you for your attention to the Pope and Bragg team. As you can tell, these warfighters truly are at the epicenter of the universe. I ask that you give every consideration to retaining the ability to plan, train and execute joint missions that have been the routine practice of the 43<sup>rd</sup> Airlift Wing and the XVII Airborne Corps and 82<sup>nd</sup> Airborne Division. We must continue to preserve the Air in Airborne!

Sincerely,



Robin Hayes  
Member of Congress

STATEMENT OF THE HONORABLE WALTER B. JONES  
MEMBER OF CONGRESS  
3<sup>RD</sup> DISTRICT – NORTH CAROLINA

JUNE 28, 2005

BASE REALIGNMENT AND CLOSURE COMMISSION

REGIONAL HEARING

HARRIS CONFERENCE CENTER  
CENTRAL PIEDMONT COMMUNITY COLLEGE  
CHARLOTTE, NORTH CAROLINA

Commissioner Coyle, Commissioner Gehman, Commissioner Hill and Commissioner Skinner, welcome to North Carolina. I appreciate the opportunity to share with you the valuable and remarkable assets that our nation's military has in Eastern North Carolina. As the Commissioners know, America has billions of tax dollars invested in Eastern North Carolina's participation in the ongoing war on terrorism. These Airmen, Sailors, Marines and Soldiers enjoy daily accolades for their successful prosecution of terrorists abroad and their neighbors could not be prouder. These installations, each unique in their mission, provide Eastern North Carolinians the privilege and high honor of sharing the same community centers, houses of worship, and high schools with these outstanding Americans.

North Carolina's third district is the proud home to Seymour Johnson Air Force Base, Marine Corps Air Station Cherry Point and Marine Corps Base Camp Lejeune. On May 13, 2005 these installations were recognized for their efforts by receiving the Department of Defense's recommendations for all they have accomplished, particularly during this time of war, I think all would agree that their country has signaled their encouragement for them to continue with a job well done. These men and women are securing our nation's freedom and independence – from Seymour Johnson's F-15 E's; to the efficient and reliable overhaul work performed at Naval Air Depot Cherry Point, to the thousands of Marines from Camp Lejeune providing intense firepower and resolute courage as they lead coalition forces in Iraq. Our military and their families have been called upon time and again, and without fail, have answered these calls by serving their nation, and Eastern North Carolina exceptionally well with their exceptional skill and dedication.

#### **VALUE**

Eastern North Carolina provides unfettered access to the Atlantic Ocean – Camp Lejeune has 14 miles of shoreline that enables Marines to train in the most authentic and accurate conditions possible. Across the globe, it is widely recognized that Marines take, by overwhelming force, our enemy's coast and swiftly secure it. As the Commissioners know, these actions require the successful execution of many elements of well-trained Marines – training they receive at Camp Lejeune.

On the other side of the world, Navy and Marine Corps pilots are flying helicopter missions that test their limits on a daily basis. They are designed and operated to withstand unimaginable forces, they can be relied on to deliver military personnel deep behind enemy lines and, more importantly, extract them from dangerous regions. There are, unfortunately, times when they incur damaging physical losses – so bad in fact that they require extensive professional overhauls – accomplished in Eastern North Carolina at Naval Air Depot (NADEP) Cherry Point. In 2004, NADEP Cherry Point personnel rebuilt 462 engines and they expect to complete another 426 this year, along with rebuilding many of the 37,000 different components that go into the rotorcraft. I'd like to share with you a good example of the hard work that is accomplished by this team. On March 25<sup>th</sup>, three AH-1 Cobra attack helicopters arrived at NADEP Cherry Point and it was expected that the repairs would take as long as 60 days. I'm proud to report that the work was finished in just 25 days and the helicopters were promptly shipped back to Iraq to those who needed it most, the war fighter. This level of efficiency and determination is truly a testament to the outstanding and tireless efforts of the civilian employees who take their service to this nation very seriously and have never let their military customer down.

Aside from its vast coastline, North Carolina offers the largest available airspace on the East Coast. Seymour Johnson Air Force Base operates the Dare County Bomb Range, located approximately 100 miles east of the base. The largest manned range on the east coast; it is a premier air-to-ground target training range. North Carolina has worked hard to guard this airspace so the base has optimal access to low-altitude routes that facilitate invaluable beneath-radar combat training. This simulation capability is crucial to training fighter pilots for 21<sup>st</sup>-century combat in various terrains and environments. They share this key asset with Marine Corps Air Station Cherry Point and Naval Air Station Oceana in Norfolk, Virginia. Seymour Johnson AFB is also home to the only Air Force training facility for the F-15E's, because of its tradition of unrestricted airspace and successful history. There is no questioning the value of what the base and its pilots and support crew are doing in preparing and providing skilled expeditionary air forces to fulfill any Air Force mission at home or abroad.

## COMMUNITY SUPPORT

Throughout our nation, our military operates at or near a local community, under many differing levels of support and appreciation. The military does not train in a vacuum. Artillery can be heard off in the distance, or at a nearby school jets may be heard flying overhead. Eastern North Carolina is home to some of the proudest neighbors that the military could have, they know it when they hear the “sound of freedom.” They do not say, ‘please keep the noise down.’ They do not ask for them to share the military landing beaches. They simply say ‘thank you’ – thank you for defending our freedom, thank you for making us so proud.

Seymour Johnson Air Force Base’s leaders are working along side the leaders of the City of Goldsboro and Wayne County to address issues, before they become problems. Realizing the critical importance of Air Force training, area leaders proactively address development that could create noise from planes flying overhead. Due in large part to monies provided by the NC General Assembly, the local governments have been able to purchase land surrounding the base in an effort to mitigate potential over flight concerns. The base has matched this effort by limiting aircraft activity that would disturb the community, especially during nighttime hours. Both the community and the base understand the importance of training for the global war on terrorism, while simultaneously carrying out day-to-day activities such as shopping, learning, and enjoying life in Wayne County, North Carolina.

The personnel of Marine Corps Air Station Cherry Point are active members of the communities in Craven, Carteret, Pamlico and Jones Counties, contributing their time, showcasing their talent, and faithfully providing donations to civic, church and charitable enterprises where they live. The diversity of backgrounds and experience, combined with their “can do” attitudes, make Marines outstanding friends, neighbors and community partners. Over 4,000 civilians make up the workforce at NADEP Cherry Point, making Marine Corps Air Station Cherry Point North Carolina’s largest civilian employer east of Interstate-95. Cherry Point not only relies on its civilian employees to provide valuable work, but it also works with area businesses that provide services on base totaling over \$30.0 million. Lastly, it’s worth noting the significant partnerships between MCAS Cherry Point and the nearly 20 community groups, including Big

Brother/Big Sister, Habitat for Humanity, Youth Leadership Havelock, and the Boy Scouts of America.

The Marine Corps at Camp Lejeune and the people of Onslow County could not enjoy a more positive relationship. Both regularly take part in joint events like barbeques, golf outings, and many other community activities. When a Marine is wounded in battle, his or her neighbors can be relied on to go above and beyond expectations to help that Marine and their family in that troubled time. They share a symbiotic relationship that is eternally encapsulated in an esprit de corps. Everyday, Eastern North Carolinians can share the success of defeating the war on terrorism, through the eyes of the Marines they have come to know, care for, and respect.

#### **OPPORTUNITY**

The military presence in Eastern North Carolina is alive and well. When the Secretary of Defense released his recommend BRAC list, there was not only relief, but also celebration. Should the Commission's recommendations leave Eastern North Carolina's military installations unharmed, the state and the nation will most certainly have a professionally trained and more effective military defending it.

I would like to briefly note the positive signs of the military's future in Eastern North Carolina. Marine Corps Base Camp Lejeune will be accepting nearly 6,000 more Marines within the next year, bringing with them husbands, wives and other family members. Onslow County can be justifiably thrilled that the future is bright for their beloved Marines at Camp Lejeune.

In Wayne County, Seymour Johnson Air Force Base is proud to receive additional KC-135's, enhancing its successful mission of providing air refueling, cargo and passenger transportation for the Air Mobility Team, as well as a maintenance team to repair the F100 engine. As previously stated, North Carolina has the largest available air space on the east coast. My hope is that the BRAC Commission will make note of not only this valuable training asset, but also the continued warm reception given to them on a daily basis by Wayne County.

Marine Corps Air Station Cherry Point and its Naval Air Depot have been selected as the Designated Repair Point for the V-22 Osprey, the Marine Corps' incoming tiltrotter which will replace the H-46 Sea Stallion. Navy and Marine Corps aviation,

engineering, and maintenance is flourishing in Eastern North Carolina. As a result, taxpayers' valuable dollars and the valuable lives of the men and women in uniform are saved.

It is important to recognize that we must make the fullest and most efficient use of all of our existing facilities on the East Coast. Current and future mission capability, jointness, ability to accommodate future contingency and mobilization, as well as the availability of land, facilities and airspace for training are primary determinants for closure and realignment decisions in this current BRAC round. Any evaluation of Eastern North Carolina's installations using these criteria must show that these facilities are among the most highly rated in our Armed Forces. These fine military installations are valuable assets not only to the surrounding communities, but also to our nation.

Thank you again for your time, I'm hopeful that as members of the Commission and your staff visit and review Eastern North Carolina's installations that they will tell the story of a proud region, happy to be the neighbor of a Marine, Soldier, Airmen or Sailor.

## **Statement to BRAC Commission**

**The Honorable Mike McIntyre  
Seventh Congressional District  
North Carolina**

**June 21, 2005**

Maintaining the 43<sup>rd</sup> Airlift Wing at Pope Air Force Base (AFB), as well as adding the Army's Forces Command (FORSCOM) and the U.S. Army Reserve Command (USARC) at Fort Bragg are critical components of a unified structure vital to our national security. I am confident that Ft. Bragg is equipped to take on the two new commands, while preserving Pope's airlift capabilities is necessary to the 82<sup>nd</sup> Airborne's critical mission at home and abroad.

For the last 87 years, Pope AFB has been an integral component of Ft. Bragg's mission, and the two bases have continued to work together as first responders through every contingency operation for the past 25 years. They are truly America's 911 force and are considered to be the premiere power projection team in the country. It is vital that Pope AFB and Ft. Bragg continue to support each other jointly, which will continue to increase their military value and help support future deployments.

The Secretary of Defense's recommendations to stand down Pope AFB by transferring its major components – the 43<sup>rd</sup> Airlift Wing and the 23<sup>rd</sup> Fighter Group – raise several questions, including airlift capabilities for the 82<sup>nd</sup> Airborne. First, given that military operations will continue in Afghanistan and Iraq for the indefinite future and the fact that our country must be prepared for potential future contingencies, it is essential

that our military is prepared to respond quickly and efficiently. Pope AFB is a strategic base, and for years, it has been essential in deploying our military's response to conflicts all over the globe. As these contingencies continue and possibly increase into the future, Pope will become even more critical for rapid response and power projection during present and potential wartime incidents.

In addition, the Secretary's recommendation to add a Brigade Combat Team at Ft. Bragg demonstrates that contingency and surge requirements will likely increase at Ft. Bragg and that there will be a considerable need for increased coordination and more airplanes for future deployments and surges. Therefore, it is necessary that the airlift capabilities remain strong, dependable and readily accessible at Pope, or there could be serious implications for our national security. There is no room for error or uncertainty in times of war, and Pope has proven it is exactly the "right fit" for the dynamic military synergy needed.

Unfortunately, the Office of the Secretary of Defense's decision to not fund the C-130J's earlier this year, which were slated to replace the C-130Es at Pope AFB, resulted in Air Force planning to continue to utilize the C-130E's and the need to consolidate an aging fleet to one location – Little Rock AFB. Shortly after the BRAC proposals were released, OSD returned funding to the C-130J program. The rationale to consolidate the aging C-130E fleet at Little Rock AFB, therefore, is no longer valid as there will be a fully-funded fleet of C-130J's that can be stationed at Pope AFB. As demonstrated in the past, Pope AFB is an appropriate fit for a C-130 fleet and the fact that the Air Force assessed military value by aircraft platform rather than by installation mission should not be a determination for the standing down of the post.

The Secretary's recommendation to transfer two commands, FORSCOM and USARC, to Ft. Bragg will be a tremendous benefit to the Army's overall mission and will help to consolidate headquarters functions in a joint installation that provides security, cohesion and structure. The transfer will also help to bring in approximately 2,000 military personnel and civilians, in addition to military-related business and contractors to Fayetteville, North Carolina, and the surrounding areas. In terms of both the military and the economy, the addition of FORSCOM and USARC will be very beneficial to the state.

It is critical that the 43<sup>rd</sup> Airlift Wing be maintained at Pope AFB, especially with the addition of FORSCOM and USARC at Ft. Bragg. Together, these components will work jointly to protect our country in times of war and in times of peace. Pope AFB and Ft. Bragg have always demonstrated just how effective they are as the nation's premiere power projection team. The addition of FORSCOM and USARC will undoubtedly add to the Army's mission at Ft. Bragg, and maintaining the 43<sup>rd</sup> Airlift Wing will enable the 82<sup>nd</sup> Airborne to execute its missions with the reliability and precision that have long been the hallmarks of the unparalleled capability and projection power of the Bragg-Pope team.

## State of North Carolina 2004 – 2005 Legislative Initiatives

The North Carolina General Assembly passed a number of important military-friendly measures in 2004 and is considering additional legislation this year.

Highlights of the 2004 session include:

### **In-state Tuition:**

*Active duty and reserve dependents receive in-state tuition to North Carolina's public universities. In-state status does not change if parent gets transferred.*

<http://www.ncleg.net/gascripts/BillLookUp/BillLookUp.pl?Session=2003&BillID=S1058>

### **Compatible Land Use:**

*State authorized \$20 million in bonds to purchase land surrounding military bases -- administered through three land and water conservation funds.*

<http://www.ncleg.net/gascripts/BillLookUp/BillLookUp.pl?Session=2003&BillID=H1264>

### **Military Planning Notice:**

*State now requires local communities to give written notice to base commanders of any proposed zoning changes.*

<http://www.ncleg.net/gascripts/BillLookUp/BillLookUp.pl?Session=2003&BillID=S1161>

### **Operation Reaching Out to Communities "ROTC":**

*This joint effort by the State and the NC Bankers' Association provides free financial counseling to military families and ROTC provides \$100,000 for extended daycare on the bases.*

<http://www.governor.state.nc.us/mil/ResourcesForMilitaryFamiliesAndChildren.asp>

### **Military Resource Center:**

*A comprehensive military resource center was established at Fayetteville Technical Community College to help citizens and businesses statewide increase access to military procurement contracts.*

<http://www.ncleg.net/Sessions/2003/Bills/Senate/HTML/S505v1.html>

### **Military Drivers' License Renewal Procedure:**

*Active duty military and their dependents will be granted extra time to renew their drivers' license.*

<http://www.ncleg.net/Sessions/2003/Bills/House/HTML/H1159v5.html>

### **License Plate Proceeds for National Guard Support:**

*A special license plate was authorized with funds going to support families of Guardsmen who are deployed.*

<http://www.ncleg.net/Sessions/2003/Bills/Senate/HTML/S1144v4.html>

## 2005 Military Support Act

<http://www.ncleg.net/Sessions/2005/Bills/Senate/HTML/S1117v2.html>

**Military gas-tax proceeds to provide services for military families and protect bases from encroachment:** One half of the taxes collected on motor fuels sold at exchange stations on North Carolina's bases would be used to help military personnel and bases. These tax proceeds (13.5 cents per gallon) would be used as follows:

- ➤ One half (6.75 cents per gallon) would be used by the Department of Defense for quality-of-life and base morale programs. The funds would be in addition to funds already spent, and would not supplant current funding.
- ➤ One half (6.75 cents per gallon) would be deposited in the State Conservation Grant Fund, and could be used solely for compatible land use and conservation easement type acquisitions of land adjacent to military bases and flyways.

**Licensure assistance to military families:** State occupational licensing boards would review their current processes and how they relate the special needs of military families. The unemployment rate of military spouses is three times greater than the average spouse unemployment rate – and professional licensing requirements may limit career advancement or deter re-entry into the workforce for military families who relocate. (This does not include licensing boards that regulate health care professionals.)

**Military use of community college training programs:** The State Board of Community Colleges may adopt rules and guidelines to allow the New and Expanding Industry Training Program, and the Focused Industrial Training Program, to use appropriated funds to support training projects for the United State Armed Forces branches.

**Rental agreement flexibility for deployed service members:** Military personnel who must move due to deployment would be allowed to terminate rental agreements early. (NC law already allows Armed Forces members to end rental agreements early if they must move more than 50 miles to a new station, or are prematurely or involuntarily discharged from active duty.)

**Military education liaison:** The Department of Public Instruction will appoint a liaison to the state's military bases to facilitate communication and cooperation between DPI, public schools, and military personnel and their families.

**Appropriate course credit for military children:** The State Board of Education shall review and revise its policies relating to high school course credit for students, especially the highly mobile children of service members, in order to help ensure that all students receive credit in North Carolina public schools for comparable courses taken out of state.

**North Carolina School of Science and Mathematics eligibility for military children:** Only state residents are eligible for admission to the NCSSM. The bill amends the eligibility provision to include a student whose parent is an active duty member of the Armed Forces living in this state incident to orders, as long as the student is living with the parent.

**Exceptional children in military families:** The bill increases funds for children with disabilities and for academically gifted children in order to serve military children at Seymour Johnson AFB, which has been designated as a “special needs” base.

- • \$21.2 M in FY 05-06 and \$21.5 M in academic year ‘06-‘07 for children with disabilities, appropriated to local school administrative units on a per child basis.
- • \$12.88M in FY 05-06 and \$13.1M in academic year ‘06-‘07 for academically/intellectually gifted children, appropriated to local school administrative units on a per child basis.

**Military Child Education Coalition:** The bill directs the Department of Public Instruction to maintain membership in the Military Child Education Coalition, a 501(c)(3) non-profit organization whose goal is to level the educational playing field for military children wherever they are located around the world and to serve as a model for all highly mobile children.

# Strategic Plan

North Carolina Advisory Commission  
On Military Affairs



# **Strategic Plan**

## **North Carolina Advisory Commission On Military Affairs**

**Adopted  
April 26, 2004**

**John A. Berndt, Consultant**

Cover: A soldier from the Army's 82nd Airborne exits an Air Force C-141B Starlifter over the Sicily Drop Zone at Fort Bragg. DoD photo by Kenn Mann, U.S. Air Force.

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**Strategic Plan -- Goal 1: Military Base Sustainability  
North Carolina Advisory Commission on Military Affairs**

<b>Goal 1: Ensure that North Carolina's military bases, units and missions -- including active components, National Guard and Reserve -- continue to play a major role in America's defense strategy and the economic health and vitality of our communities.</b>				
<b>Objective 1.1 - Protect bases from incompatible development that could compromise military missions or preclude expansion of activities and associated economic growth and vitality of communities around the bases.</b>				
<b>#</b>	<b>Strategy</b>	<b>Target</b>	<b>Measure</b>	<b>Responsibility</b>
1.1.1	Advocate and lobby for implementation of compatible land use recommendations submitted in 3/25/2003 letter from the Commission to the Governor.	Ongoing	Implementation of recommendations through legislation and executive actions	<b>ACMA</b> Governor Legislature
1.1.2	Consider modifications to 3/25/2003 recommendations to the Governor based on feedback from local government officials as endorsed by the North Carolina Local Government Military Base Advisory Committee.	March 2004	Revised Commission recommendations on encroachment	<b>ACMA</b> League of Municipalities Association of County Commissioners
1.1.3	Present Commission's updated/revised land use encroachment recommendations to the Governor and legislative Joint Select Committee on Military Affairs	March 2004	Briefings completed	<b>ACMA</b> Governor's office Legislative committee
1.1.4	Establish a "Military Base Protection Trust Fund" to help acquire property or easements of critical land around installations. The fund could be capitalized through state gasoline taxes generated by sales on military bases.	June 2004	Fund established	Legislature

#	Strategy	Target	Measure	Responsibility
1.1.5	Develop a 'critical properties' database and priority ranking system for land around major installation. Coordinate and facilitate the protection of property through acquisition, easements, or other appropriate land use measures.	June 2006	Database and ranking system in place, with individual parcels identified for protection.	Local governments DENR Department of Commerce
1.1.6	Seek funding from the Defense Department to accomplish strategy 1.5.1 above.	April 2004	Grant application submitted	Governor
1.1.7	Maintain status reports on implementation of local land use plan recommendations to protect military bases.	January 2004	Quarterly reports	ACMA <b>Local Governments</b>
1.1.8	Provide state matching funds for local implementation of land use plans whose purpose is to protect military bases from mission-compromising urban encroachment.	February 2004	Matching funds allocated	ACMA <b>Governor's office</b>

**Strategic Plan -- Goal 1: Military Base Sustainability  
North Carolina Advisory Commission on Military Affairs**

<b>Goal 1: Ensure that North Carolina's military bases, units and missions -- including active components, National Guard and Reserve -- continue to play a major role in America's defense strategy and the economic health and vitality of our communities.</b>				
<b>Objective 1.2 - Improve critical infrastructure that supports military bases and existing or potential expanded missions, as well as the overall economic health and vitality of eastern North Carolina.</b>				
<b>#</b>	<b>Strategy</b>	<b>Target</b>	<b>Measure</b>	<b>Responsibility</b>
1.2.1	Identify and quantify unique transportation, water, sewer, telecommunications and other infrastructure needs of the military in eastern North Carolina in the context of overall economic needs of the region	January 2005	Infrastructure needs identified in a report such as a capital improvements program and budget	DOT DENR Rural Center
1.2.2	Identify funding options, strategies, sources, and timetables to upgrade infrastructure in the region.	January 2006	Funding mechanisms in place. If bond funds are needed, submit to voters for approval.	Legislature
1.2.3	Encourage and facilitate joint use of infrastructure services and facilities between military bases, adjoining communities, and the state.	Ongoing	Number of joint use agreements	Local governments State agencies Installation commanders

**Strategic Plan -- Goal 1: Military Base Sustainability  
North Carolina Advisory Commission on Military Affairs**

<b>Goal 1: Ensure that North Carolina's military bases, units and missions -- including active components, National Guard and Reserve -- continue to play a major role in America's defense strategy and the economic health and vitality of our communities.</b>				
<b>Objective 1.3 - Facilitate the joint use of military bases and facilities between the services and with appropriate civilian agencies, especially those with homeland security missions.</b>				
<b>#</b>	<b>Strategy</b>	<b>Target</b>	<b>Measure</b>	<b>Responsibility</b>
1.3.1	Seek and facilitate opportunities for military services, including National Guard and Reserve, to increase the efficient shared-use of facilities and other resources, thereby promoting cost-savings and "jointness."	Ongoing	Cooperative agreements and joint use of facilities	ACMA NC Dept CC&PS Military services and bases Coast Guard National Guard Reserve
1.3.2	Integrate planning for the joint use of facilities by military and civilian agencies and services such as law enforcement, education, skills training and employment, environmental assessment and mitigation, and any other issues of common interest.	Ongoing	Cooperative agreements and joint use of facilities	ACMA NC Dept CC&PS Military services and bases Coast Guard National Guard Reserve Other state and federal agencies

**Strategic Plan -- Goal 2: Quality of Life and Workforce Development  
North Carolina Advisory Commission on Military Affairs**

<b>Goal 2: Make North Carolina's bases, surrounding communities, facilities, services and benefits the best in the country for active duty, National Guard, Reserve, DoD civilian, veteran, and retired service members and their families.</b>				
<b>Objective 2.1 - Protect and enhance benefits for service members, veterans, retirees, civilian employees of the military, and their families.</b>				
<b>#</b>	<b>Strategy</b>	<b>Target</b>	<b>Measure</b>	<b>Responsibility</b>
2.1.1	Extend the benefits of in-state tuition afforded to service members by G.S. 116-143.3 to include non-resident National Guard and Reserve personnel assigned to NC units.	2004 short session	Passage of legislation	<b>Legislature</b> ACMA Governor
2.1.2	Track key bills in Congress that affect active duty, Guard and Reserve, survivors, retirees, DoD civilians, and veterans; urge Congressional delegation and Armed Services Committee members to support legislation that will help North Carolinians and service members who are stationed here.	Ongoing	Letters of support to delegation	<b>Governor's office</b> ACMA
2.1.3	Focus special attention on service members, civilian employees, and their families at the NADEP facility at MCB Cherry Point	Ongoing	Letters of support to delegation	<b>Governor's office</b> ACMA
2.1.4	Oppose DoD proposal to close some commissaries and raise prices for patrons.	Immediate	Proposal defeated	<b>Congressional delegation</b> Governor ACMA

#	Strategy	Target	Measure	Responsibility
2.1.5	Oppose DoD proposal to turn over its Domestic Dependent Elementary and Secondary Schools system to local school districts. (17 of the 58 DDES schools are in NC)	Immediate	Proposal defeated	<b>Congressional delegation</b> Governor ACMA
2.1.6	Place special emphasis on improving public schools in communities surrounding installations.	2004-2005 school year	Increased resources Improved student performance Viewed by military families as being comparable to DDES schools.	<b>DPI</b> Local school districts

**Strategic Plan -- Goal 2: Quality of Life and Workforce Development  
North Carolina Advisory Commission on Military Affairs**

<b>Goal 2: Make North Carolina's bases, surrounding communities, services and facilities the best in the country for active duty, Nation Guard, Reserve, veterans, and retired service members and their families.</b>				
<b>Objective 2.2 - Help military spouses and exiting/transitioning military personnel find better jobs and career development opportunities.</b>				
<b>#</b>	<b>Strategy</b>	<b>Target</b>	<b>Measure</b>	<b>Responsibility</b>
2.2.1	NC Congressional delegation support the pending Job Link grant application that will help Ft Bragg soldiers and families with career planning, training, and placement.	April 2004	Approval of grant	<b>Congressional delegation</b> ACMA Governor
2.2.2	Submit Job Link applications for SJAFB, Camp Lejeune, and MCAS Cherry Point individually or jointly.	October 2004	Submission of grant proposal Approval of grant	<b>Base officials</b> NC Workforce Commission Eastern NC Workforce Development Board
2.2.3	Expand new Army program to increase job opportunities for military spouses. Urge Air Force and Marine Corps to adopt this or similar program. Urge more NC companies to participate in the program.	January 2005	At least 25 additional NC companies sign agreement during 2004.	Governor <b>NCCBI</b> Local Chambers of Commerce
2.2.4	Extend state government priority for hiring to spouses of military members in a manner similar to that afforded to veterans.	2004 short session	Passage of legislation	Legislature

2.2.5	Encourage and support expansion of the "Troops to Teachers" (TTT) program.	July 2008	Increase North Carolina's TTT placements from 5 percent of the national total in 2004 to 9 percent of the national total in 2008.	DPI
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**Strategic Plan -- Goal 2: Quality of Life and Workforce Development  
North Carolina Advisory Commission on Military Affairs**

<b>Goal 2: Make North Carolina's bases, surrounding communities, services and facilities the best in the country for active duty, Nation Guard, Reserve, veterans, and retired service members and their families.</b>				
<b>Objective 2.3 - Expand and improve Quality of Life amenities on installations, in neighboring communities, and special destination attractions throughout the state.</b>				
<b>#</b>	<b>Strategy</b>	<b>Target</b>	<b>Measure</b>	<b>Responsibility</b>
2.3.1	Enact legislation to return part of the state gasoline tax collected at installations to the respective bases for quality of life improvements to benefit service members and their families (Other portions of the tax would capitalize a trust fund to protect sensitive lands around the bases.)	2004 short session	Enactment of legislation	Legislature
2.3.2	Target additional funds from state land conservation, recreation, and trail programs for acquisition/easements of property around bases for recreation purposes.	Current and future fiscal years	Additional acres acquired/protected	DENR
2.3.3	Urge the NC Symphony, Museum of Art, and other state or local sponsored/funded attractions to offer free or reduced admission fees for military personnel.	July 2004	Number of venues and events with reduced fees	<b>Cabinet officials</b> Program directors
2.3.5	Study the feasibility of a major armed forces recreation facility in North Carolina, similar to those located in Florida, Hawaii, and Alaska.	January 2005	Feasibility study completed	Commerce - Travel and Tourism



**Strategic Plan -- Goal 2: Quality of Life and Workforce Development  
North Carolina Advisory Commission on Military Affairs**

<b>Goal 2: Make North Carolina's bases, surrounding communities, services and facilities the best in the country for active duty, Nation Guard, Reserve, veterans, and retired service members and their families.</b>				
<b>Objective 2.4 - Support service members and their families during deployments.</b>				
<b>#</b>	<b>Strategy</b>	<b>Target</b>	<b>Measure</b>	<b>Responsibility</b>
2.4.1	The Governor, Lt. Governor, and other high-ranking state officials should visit bases whenever possible to visit with troops when they depart for and return from overseas duty.	Ongoing	Number of visits	<b>Governor</b> Lt. Governor
2.4.2	Facilitate interaction and sharing of ideas between support groups that exist in communities around all of NC's bases.	First joint meeting in April 2004.	Number of joint meetings	<b>ACMA</b> Lt. Governor Chambers of Commerce Local businesses
2.4.3	Erect signs thanking deployed troops for their service and sacrifice at entrances to bases, National Guard Armories, and Reserve Centers.	April 2004	Number of signs	<b>Lt. Governor</b> Corporate sponsors

**Strategic Plan -- Goal 3: Economic Development  
North Carolina Advisory Commission on Military Affairs**

<b>Goal 3: Increase defense-related economic activity.</b>				
<b>Objective 3.1 - Recruit defense-related business and industry</b>				
<b>#</b>	<b>Strategy</b>	<b>Target</b>	<b>Measure</b>	<b>Responsibility</b>
3.1.1	Develop or acquire additional defense industry expertise in the Department of Commerce. Request appropriation from NC legislature, or reallocate existing resources for this purpose.	Position(s) established or contract(s) signed by July 2004	Expertise acquired through staffing and/or contract(s)	<b>Department of Commerce</b> Legislature
3.1.2	Confer with Science & Technology Advisor/ Bd of Science & Technology to determine which defense RDT&E functions are good matches for NC.	March 2004	List and contact information for potential RDT&E functions	Department of Commerce
3.1.3	Determine which defense-related businesses are most appropriate for targeted recruitment. Contact/recruit best prospects.	October 2004	List of potential contacts, actual contacts and results	Department of Commerce
3.1.4	Explore opportunities to partner with military to use land/buildings on bases for business purposes.	October 2004	Agreements to use land/buildings	Local economic development organizations
3.1.5	Promote the GTP as a major defense industry location.	Ongoing	New or expanding defense contract tenants	Department of Commerce <b>GTP Authority</b> NC Eastern Region

3.1.6	Determine feasibility of creating one or more multi-county business parks with amenities that will attract defense business and industry.	December 2004	Agreements to fund and build one or more parks.	Department of Commerce ED Partnership regions Local governments Local ED organizations
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**Strategic Plan -- Goal 3: Economic Development  
North Carolina Advisory Commission on Military Affairs**

<b>Goal 3: Increase defense-related economic activity.</b>				
<b>Objective 3.2 - Increase North Carolina's percentage of DoD payroll.</b>				
<b>#</b>	<b>Strategy</b>	<b>Target</b>	<b>Measure</b>	<b>Responsibility</b>
3.2.1	Seek additional military missions, units, and personnel for North Carolina bases.	Increase NC's share of active duty payroll from 7.3 percent (2002) to 7.5 percent in 2008.	NC share of active duty payroll as reported by DoD, DIOR	<b>Governor</b> ACMA Lt Governor Congressional delegation
3.2.2	Seek additional DoD civilian jobs.	Increase NC'S share of DoD civilian pay from 2.2 percent (2002) to 2.8 percent in 2008.	NC share of DoD civilian payroll as reported by DoD, DIOR	<b>Department of Commerce</b> ACMA Governor Lt Governor Congressional delegation
3.2.3	Seek additional Reserve and National Guard units and personnel.	Increase NC's share of Reserve and National Guard payroll from 2.4 percent (2002) to 2.8 percent in 2008.	NC share of Reserve and National Guard payroll as reported by DoD, DIOR	<b>Congressional delegation</b> ACMA Governor Lt Governor

#	Strategy	Target	Measure	Responsibility
3.2.4	Encourage additional military personnel to retire in North Carolina.	Increase NC's share of retired military pay from 3.8 percent (2002) to 4.3 percent in 2008.	NC share of retired military payroll as reported by DoD, DIOR	ACMA Department of Commerce NC Realtors' Association NC Homebuilders' Assoc. <b>Chambers of Commerce</b>

**Strategic Plan -- Goal 3: Economic Development  
North Carolina Advisory Commission on Military Affairs**

<b>Goal 3: Increase defense-related economic activity.</b>				
<b>Objective 3.3 - Increase existing businesses' share of DoD contracts.</b>				
<b>#</b>	<b>Strategy</b>	<b>Target</b>	<b>Measure</b>	<b>Responsibility</b>
3.3.1	<p>Expand the SBTDC Procurement Technical Assistance Center's ability to offer business counseling, workshops, and other assistance.</p> <ul style="list-style-type: none"> <li>• Provide state matching funds to maximize available Defense Department grant for this program.</li> <li>• Increase marketing of program through local chambers of commerce and small business organizations.</li> <li>• Ensure that all Department of Commerce, regional and local economic developers are familiar with the program so they can help promote it.</li> </ul>	By 2005, Increase the number of counseling sessions and volume of small business contracts by 25 percent.	Number of counseling sessions and dollar volume of small business government contracts as reported to the Defense Logistics Agency.	<p><b>Legislature</b> UNC system SBTDC Department of Commerce Local and regional development organizations</p>

<b>Objective 3.3 - Increase existing businesses' share of DoD contracts. (continued)</b>				
<b>#</b>	<b>Strategy</b>	<b>Target</b>	<b>Measure</b>	<b>Responsibility</b>
3.3.2	<p>Leverage expertise residing in UNC's LOGTECH program to strengthen NC companies' competitive advantage in logistics management and military transformation.</p> <ul style="list-style-type: none"> <li>• Discuss goals and options with LOGTECH faculty and staff.</li> <li>• Urge NC businesses to participate in LOGTECH seminars</li> </ul>	Expand DoD logistics management leadership and services in NC.	Increased defense-related logistics management activities	<b>Department of Commerce</b> UNC Kenan-Flagler

**Strategic Plan -- Goal 4: Intergovernmental Affairs and Public Relations  
North Carolina Advisory Commission on Military Affairs**

<b>Goal 4: Promote interaction, understanding, and mutual support between military bases, adjacent communities, state, local and federal government, and the general public.</b>				
<b>Objective 4.1 - Demonstrate the State of North Carolina's strong support for the military.</b>				
<b>#</b>	<b>Strategy</b>	<b>Target</b>	<b>Measure</b>	<b>Responsibility</b>
4.1.1	Support measures to improve the quality of life and benefits for active duty, National Guard, reserve, DoD civilians, veterans, and retirees.	Ongoing	Number of improvements that have the active support of NC's leadership	<b>ACMA</b> Governor Lt Governor Legislature
4.1.2	Sponsor receptions and briefings for military leaders.	Ongoing	Number of receptions/briefings Number of attendees	<b>Governor</b> Lt Governor
4.1.3	Recognize the military with proclamations and other appropriate forms of public acclaim.	Ongoing	Number of special recognition events	Governor
4.1.4	Ask professional advertising companies to lend their expertise for a statewide ad campaign to recognize the military and their unique contributions to North Carolina.	April 2004	Statewide ad campaign	<b>ACMA</b> Governor Lt Governor

**Strategic Plan -- Goal 4: Intergovernmental Affairs and Public Relations  
North Carolina Advisory Commission on Military Affairs**

<b>Goal 4: Promote interaction, understanding, and mutual support between military bases, adjacent communities, state, local and federal government, and the general public.</b>				
<b>Objective 4.2 - Heighten broad-based awareness of and support for the military.</b>				
<b>#</b>	<b>Strategy</b>	<b>Target</b>	<b>Measure</b>	<b>Responsibility</b>
4.2.1	Publish a brochure that explains the nature and importance of the military presence in North Carolina.	April 2004	Brochure printed and available for distribution	<b>Department of Commerce</b> ACMA Governor's office Lt Governor's office
4.2.2	Ask ACMA members and others as appropriate to give public presentations about the ACMA and the military in NC.	March 2004	Number of presentations	ACMA
4.2.3	Prepare a standard presentation for ACMA members and others to use in public presentations.	February 2004	Presentation and speaker's notes	<b>ACMA staff</b> Governor's office Lt Governor's office Department of Commerce
4.2.4	Urge business organizations such as the NCCBI and the NC Bankers' Association to educate their membership about the importance of the military to NC's economy and business operations.	April 2004	Business organizations' outreach to members	ACMA
4.2.5	Communicate regularly with Congressional delegation and staff concerning military issues in NC.	Ongoing	Number of briefings and follow-up actions	ACMA

#	Strategy	Target	Measure	Responsibility
4.2.6	Develop a web site that explains the importance of the military to North Carolina, and the roles and responsibilities of the ACMA and others in promoting the military.	April 2004	Web site developed and kept up-to-date	Governor's office

**Strategic Plan -- Goal 4: Intergovernmental Affairs and Public Relations  
North Carolina Advisory Commission on Military Affairs**

<b>Goal 4: Promote interaction, understanding, and mutual support between military bases, adjacent communities, state, local and federal government, and the general public.</b>				
<b>Objective 4.3 - Forge strong partnerships between state, local, and federal agencies to support the military.</b>				
<b>#</b>	<b>Strategy</b>	<b>Target</b>	<b>Measure</b>	<b>Responsibility</b>
4.3.1	Amend ACMA enabling legislation to add Lt Governor, secretaries of DOT and DENR, local government representatives, and representation from across the state, to the commission.	2004 short session	Revised statute	<b>Legislature</b> Governor Lt Governor
4.3.2	Expand distribution list for ACMA information to appropriate agencies, organizations, and individuals that are not ACMA members.	January 2004	New distribution list	Dept of CC&PS
4.3.3	Urge the Governor and Lt Governor to participate in major events at military bases such as change of command ceremonies and departure/return of deployed troops.	Immediate	Number of events attended by Governor or Lt Governor	ACMA
4.3.4	Brief the newly established legislative Joint Select Committee on Military Affairs on issues that require their attention and action.	On invitation from select committee	Number of recommended actions endorsed by committee	ACMA
4.3.5	Principal staff from agencies with military affairs responsibilities should meet at least quarterly with ACMA chair to share information and coordinate activities.	January 2004	Coordinated activities and clearly defined roles and responsibilities	<b>ACMA chair</b> Governor Lt Governor

#	Strategy	Target	Measure	Responsibility
4.3.6	Invite state agencies that deal with the military to ACMA meetings. Ask DENR and other agencies that interact with the military to brief the ACMA and keep it informed of important ongoing and emerging issues that could affect bases or missions.	April 2004	Number of relevant issues brought to the attention of the ACMA	ACMA chair

**Strategic Plan -- Goal 4: Intergovernmental Affairs and Public Relations  
North Carolina Advisory Commission on Military Affairs**

<b>Goal 4: Promote interaction, understanding, and mutual support between military bases, adjacent communities, state, local and federal government, and the general public.</b>				
<b>Objective 4.4 - Enhance networking and joint planning between communities around military bases.</b>				
<b>#</b>	<b>Strategy</b>	<b>Target</b>	<b>Measure</b>	<b>Responsibility</b>
4.4.1	Urge the League of Municipalities and Association of County Commissioners to establish a permanent joint "Military Affairs Committee" of local elected officials from communities around military bases.	April 2004	Establishment of committee	ACMA Governor League of Municipalities Association of County Commissioners
4.4.2	Brief community leaders on military issues at League of Municipalities and Association of County Commissioners meetings and conferences.	As meetings sponsored by these organizations occur.	Number of briefings conducted each year	ACMA
4.4.3	Designate a state agency/department to take responsibility for coordinating military-civilian compatible land use planning.	March 2004	Designation	Governor
4.4.4	Encourage and facilitate meetings of local government representatives and planners from communities around military bases to coordinate land use, infrastructure and other development issues.	June 2004	Number of meetings and results	Agency designated by Governor in 4.3.3 above

**Strategic Plan -- Goal 4: Intergovernmental Affairs and Public Relations  
North Carolina Advisory Commission on Military Affairs**

<b>Goal 4: Promote interaction, understanding, and mutual support between military bases, adjacent communities, state, local and federal government, and the general public.</b>				
<b>Objective 4.5 - Promote and facilitate communication, cooperation, and "jointness" between military services and bases.</b>				
<b>#</b>	<b>Strategy</b>	<b>Target</b>	<b>Measure</b>	<b>Responsibility</b>
4.5.1	Facilitate the sharing of information between bases at ACMA meetings and other gatherings.	Ongoing	Implementation of joint projects or activities. Feedback from base representatives that this is helpful and productive.	ACMA chair
4.5.2	Share information between bases about innovative and/or successful tools and techniques to promote good land use practices around bases.	Ongoing	Acres of actual or potential mission-compromising land uses that are zoned or otherwise officially designated or become "compatible uses."	<b>Department of Commerce - Community Assistance ACMA Councils of Government Local Governments League of Municipalities County Commissioners' Association</b>
4.5.3	Promote additional uses of facilities between bases, and between bases and civilian agencies, especially those with homeland defense missions or responsibilities.	Ongoing	Additional projects or use of facilities by bases and military services	ACMA <b>Installation commanders and facility management staff</b>

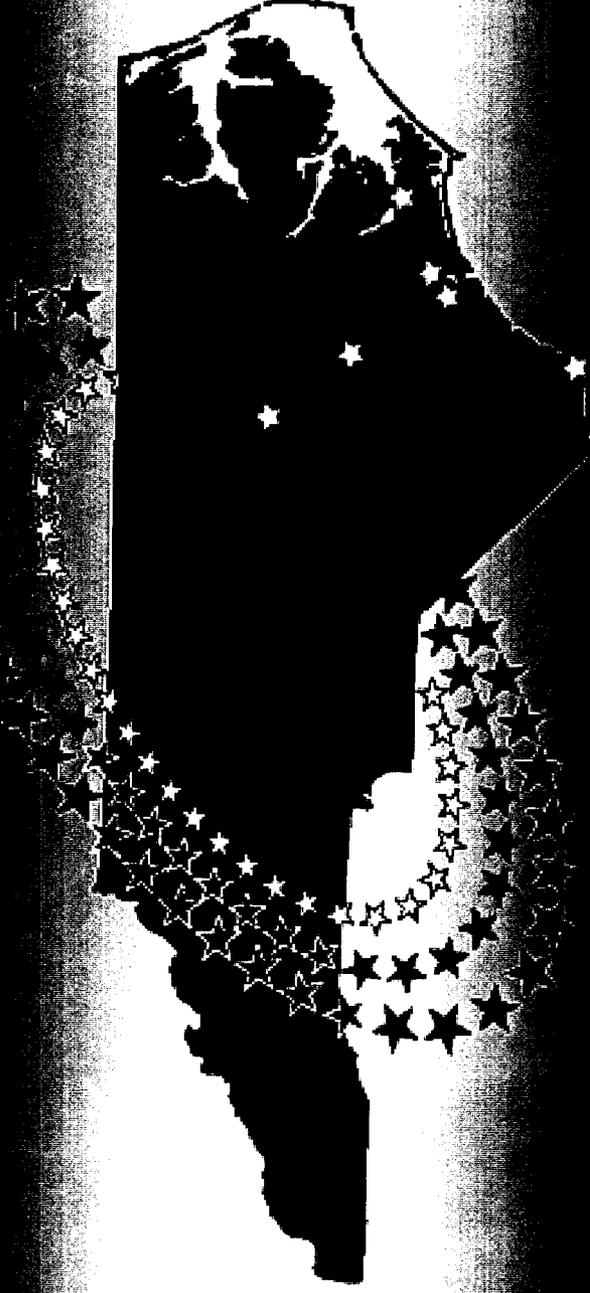
**Strategic Plan -- Goal 4: Intergovernmental Affairs and Public Relations  
North Carolina Advisory Commission on Military Affairs**

<b>Goal 4: Promote interaction, understanding, and mutual support between military bases, adjacent communities, state, local and federal government, and the general public.</b>				
<b>Objective 4.6 - Protect and enhance North Carolina's military bases during the BRAC process.</b>				
<b>#</b>	<b>Strategy</b>	<b>Target</b>	<b>Measure</b>	<b>Responsibility</b>
4.6.1	Coordinate and guide state actions during BRAC '05. Track official and unofficial information throughout the BRAC timeline, disseminate to appropriate groups, agencies and individuals, assign responsibility for action, and follow up to ensure completion of required tasks.	Ongoing	Expansion of NC bases, missions, personnel, and economic impact as a result of BRAC	Lt Governor
4.6.2	Effectively represent North Carolina's interests in Congress and the administration in Washington throughout the BRAC process.	Ongoing	Expansion of NC bases, missions, personnel, and economic impact as a result of BRAC	Lt Governor Governor NC Delegation
4.6.3	Lobby to have someone from NC appointed to the BRAC commission.	Immediate	North Carolinian appointed to BRAC Commission	Governor
4.6.4	Provide current information about North Carolina laws, policies, and administrative actions that support the military to BRAC commission members and staff, Congressional delegation, and others as appropriate.	Ongoing	Expansion of NC bases, missions, personnel, and economic impact as a result of BRAC	Lt Governor

#	Strategy	Target	Measure	Responsibility
4.6.5	Urge communities to lobby on behalf of their local bases. Coordinate and support these local efforts to the extent feasible.	Ongoing	Expansion of NC bases, missions, personnel, and economic impact as a result of BRAC	<b>Lt Governor</b> ACMA
4.6.6	Take all appropriate actions as enumerated in other parts of this strategic plan to address encroachment, quality of life, spouse employment, public education, medical care, and any other issue that is or may become an important issue in the future of North Carolina's bases.	Ongoing	Adoption and implementation of related actions.	Various, as designated in other parts of this strategic plan

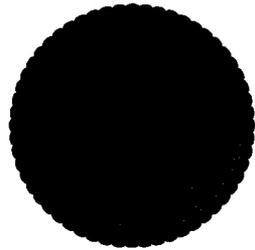
# Fort Bragg and Pope Air Force Base

Supporting Our Nation's Defense



Base Realignment and Closure Commission

Charlotte Regional Hearing—June 28, 2005



**Ft. Bragg/Pope AFB**



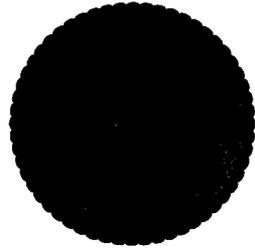
**AMERICA'S**

**"911"**

**CRISIS RESPONSE FORCE**

# BRAGG/POPE AND LOCAL COUNTIES

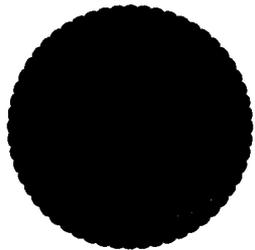




# **BRAGG/POPE BRAC RECOMMENDATIONS**



- **Move FORSCOM and USARC Headquarters to FtBragg/Pope AFB**
- **Add a Brigade Combat Team (BCT)**
- **Add additional units from Europe**
- **Transfer Pope AFB to the Army**
- **Disestablish 43d Airlift Wing, replace with Associate AFRC C-130H squadron**



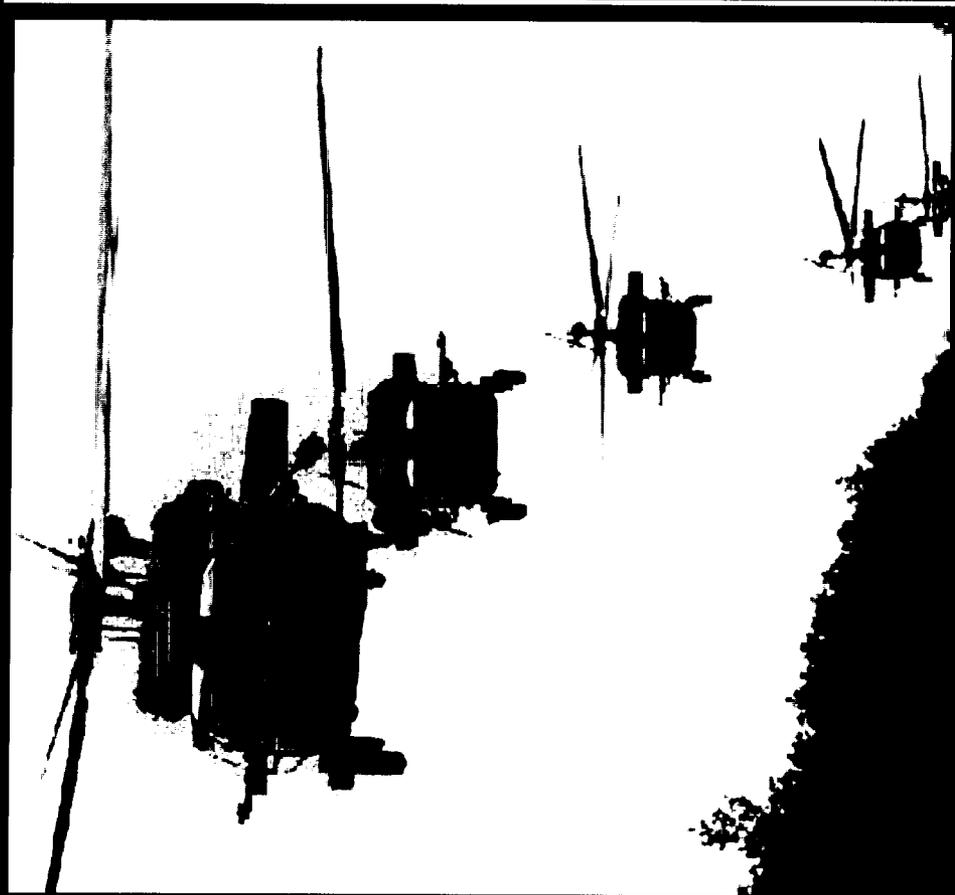
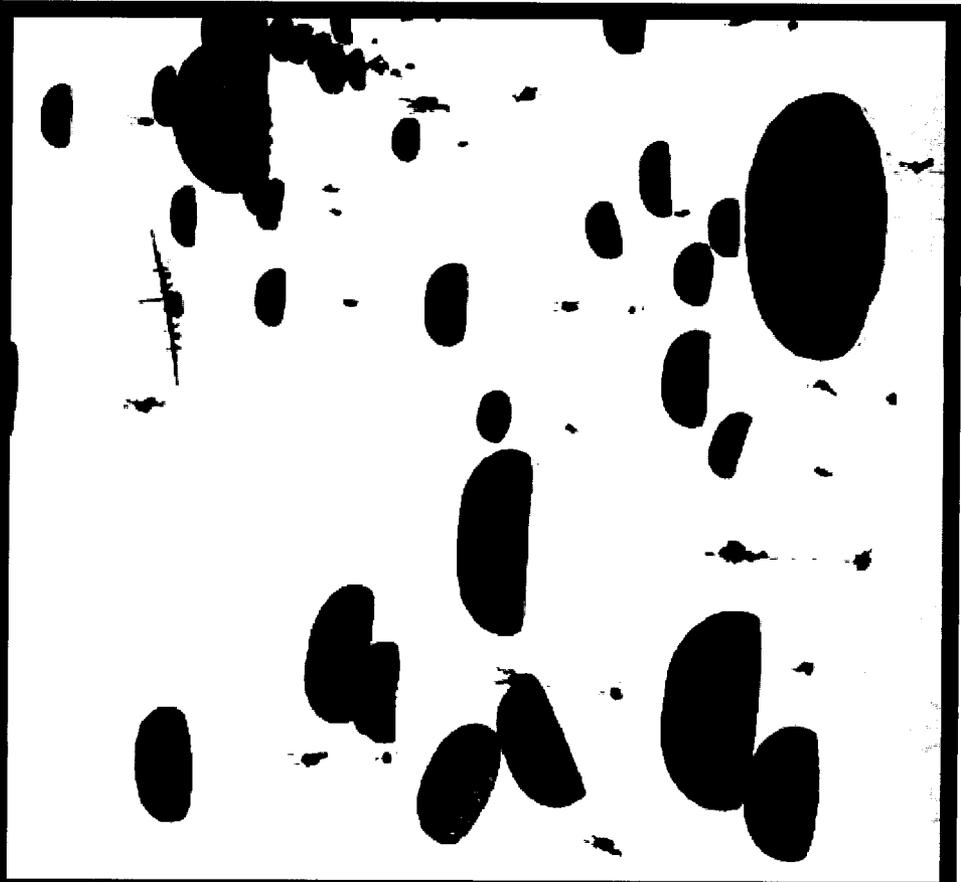
# FORSCOM AND USARC MOVE TO BRAGG/POPE

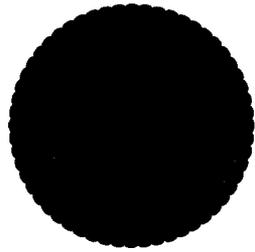


# XVIII AIRBORNE CORPS

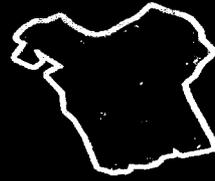
*Unique Capability*

## 4th Brigade Combat Team, 82nd ABN DIV

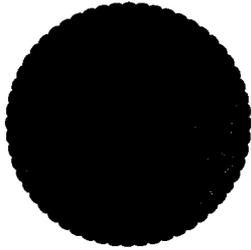




# FORT BRAGG LAND ALLOCATION



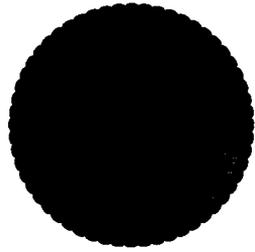
- 22,057 acres, Ft Bragg Main Post
- 138,713 acres, Ft Bragg Training Area



# **AIR FORCE BRAC PROPOSAL TO REALIGN POPE AFB**



- **Disestablish the 43d Airlift Wing.**
- **Replace the Wing with an Associate Reserve C-130 Squadron**
- **Transfer Pope AFB to the Army**



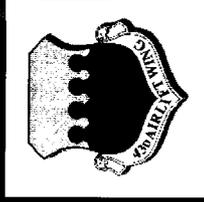
# **Ft. Bragg/Pope AFB**



- **Nation's premiere power projection team**
  - **Grenada – Operation Urgent Fury**
  - **Panama – Operation Just Cause**
  - **Kuwait/Iraq – Operation Desert Shield/Storm**
  - **Afghanistan – Operation Enduring Freedom**
  - **Iraq – Operation Iraqi Freedom**
  - **Numerous other Contingency Operations**
- **43<sup>rd</sup> Airlift Wing is a critical part of this team**

# JOINT TASK FORCE

As the Contingency Response Force, XVIII ABN Corps and the 43d Airlift Wing has a responsibility and frequent role as the basis for a Joint Task



Joint Exercises:  
Purple Dragon  
Unified Endeavor  
Millennium Challenge

REAL WORLD CONTINGENCIES

# JOINT TASK FORCE

A Joint operation requiring  
deployments from multiple  
airfields and sequential  
employment in the  
objective area.



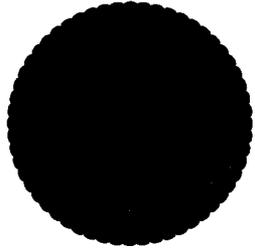
Operation Just Cause - 1989 - Panama

# JOINT TASK FORCE

Short notice response to support Political/Military goals, followed by the largest joint airlift in the history of Fort Bragg and Pope AFB



Operation Desert Shield/Storm – 1990/1991 – Kuwait and Iraq



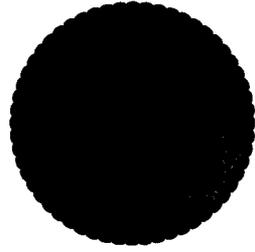
**Ft. Bragg/Pope AFB**



**AMERICA'S**

**"911"**

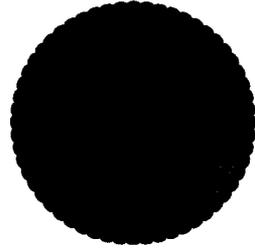
**CRISIS RESPONSE FORCE**



# OSD BRAC Guidance



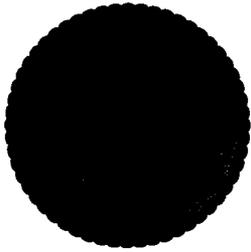
- **BRAC Statute specifies that the Selection Criteria must make Military Value the primary consideration**
- **The Overarching Principle for Deployment and Employment emphasizes joint and combined basing, power projection, rapid deployment capability and the capability to mobilize and surge**
- **Power projection is the first of 6 major capabilities listed in guidance**
- **SecDef: “A primary objective of BRAC 2005 is to examine and implement opportunities for greater joint activity.”**



## **Joint Cross Service Groups**



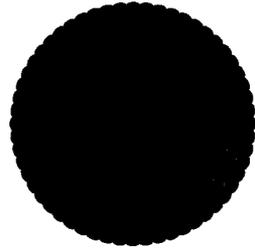
- **JCSGs were tasked to assess opportunities for joint basing and to propose Joint Service Installations.**
- **HSA JCSG approved proposal to establish Bragg/Pope as a Joint Base, Mar 05**
  - **Proposal met all OSD guidance**
  - **Accommodated Army desire that the AF continue to operate Bragg/Pope Airfield**



## JCSG and AF Proposals



- **There was a disconnect between the HSA JCSG and the Air Force proposal to close Pope AFB**
- **AF proposal #0122v3 realigned Pope AFB, disestablished the 43<sup>rd</sup> Airlift Wing and turned the airfield over to the Army.**
- **HSA JCSG Proposal to establish Bragg/Pope as a Joint Base was rescinded and superseded by AF proposal to realign Pope to the Army, Apr 05**



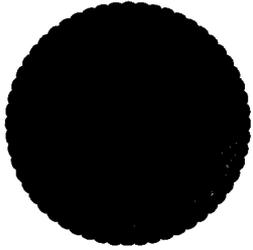
# Air Force BRAC Process



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## ■ Air Force Guidance for BRAC 2005:

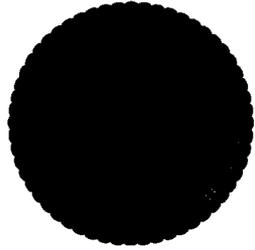
**“Increase effectiveness and reduce excess infrastructure and capacity by realigning and right sizing operational and support units.”**



## Air Force BRAC Process



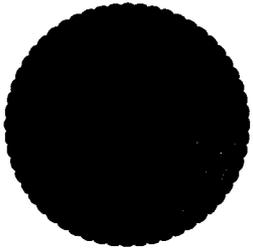
- **AF used an aircraft platform approach, which emphasized fleet consolidation and cost savings**
- **Process resulted in inconsistencies in assessing the military value of joint warfighting installations, which was identified by OSD Red Team evaluation**
- **Bases supporting joint training deployments and surges, such as Pope AFB, did not rank well in this process**



## Military Value



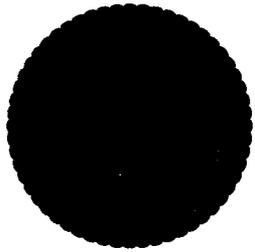
- **Pope AFB rated #1 base for SOF/CSAR support (includes A-10s)**
  - Selection Criteria #1/#2 rated high (81.5%/82.4%)
  - Selection Criteria #3 rated much lower (49%)
- **Also ranked high for Airlift Support**
  - Selection Criteria #1/#2 rated high (71.2%/73.4%)
  - Selection Criteria #3 rated much lower (46%)
- **Low ranking in SC#3 was unjustified and deviated from BRAC guidance**



## Selection Criteria



- **SC #3: “The ability to accommodate contingency, mobilization and future total force requirements at both existing and potential receiving locations to support operations and training.”**



## **Improvements to Deployment and Surge Capabilities**

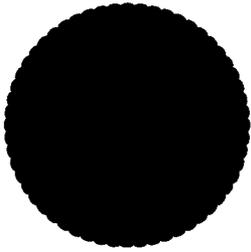


- **Outload enhancement and other improved programs are ongoing with increased deployment and surge capabilities**
- **Over \$100 million in improvements to ramps, taxiways, munitions load areas and staging areas**
- **Airfield improvements and new aircraft for C-130J operations should have resulted in high ratings for military value index of SC#3**

## Air Force BRAC Process

- 43<sup>rd</sup> Airlift Wing was projected to receive new C-130J aircraft starting in 2007
  - New Military Construction had started
- OSD cut funding for C-130Js in 2004; funding was not restored until after BRAC announcements
- Initial AF proposal to consolidate the fleet was based on “aging” C-130E fleet

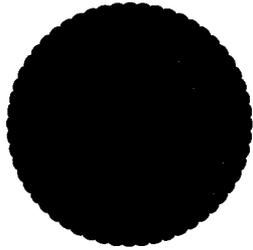




# Evaluation of Air Force Proposal



- **AF Proposal deviates significantly from OSD Selection Criteria Guidance**
  - **Contradicts BRAC statute that the Selection Criteria must make Military Value the primary consideration.**
  - **Violated OSD Principle: “Ensure joint basing realignment increases military value...to support surge operations”**
  - **AF assessment devalued the capability of Pope AFB to accommodate contingency and mobilization requirements (SC #3)**
- **Implementation will negatively impact power projection, deployment and surge capabilities at Ft.Bragg**



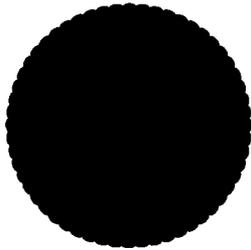
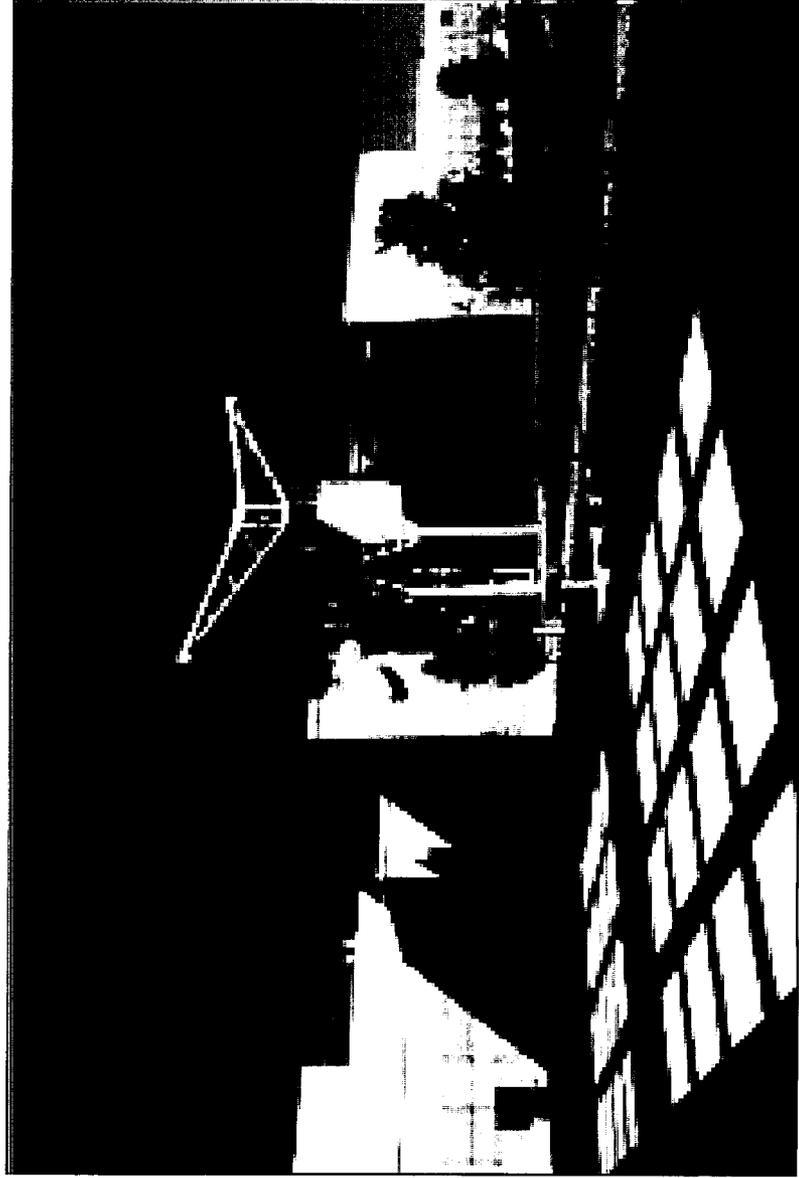
# Recommendation

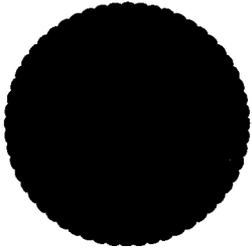


- **Reverse the decision to disestablish the 43rd Airlift Wing and transfer Pope AFB to the Army**
- **Establish Bragg/Pope as a Joint Base, which was proposed by JCSG**



# Community Support

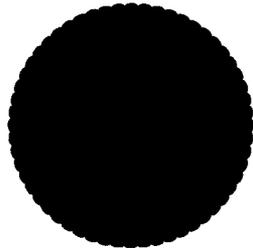




# Community Support



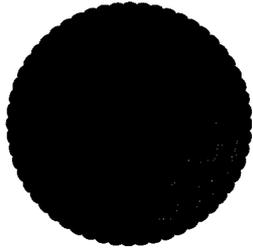
- **Civilian/Military relationship is exceptional**
- **Close bonds with military personnel and families**
- **Growing community**
- **Full support for BRAC and future missions**



## **Community Support**



- **5,000 Hotel/Motel rooms in Cumberland Co**
  - **Additional facilities under construction**
- **Wide range of meeting and conference facilities available, including Crown Center**
- **U.S. Airways/Delta providing air service**
- **Amtrak, taxi and shuttle services**
- **Extensive Highway and Interstate network**



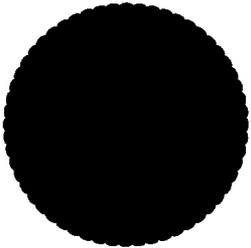
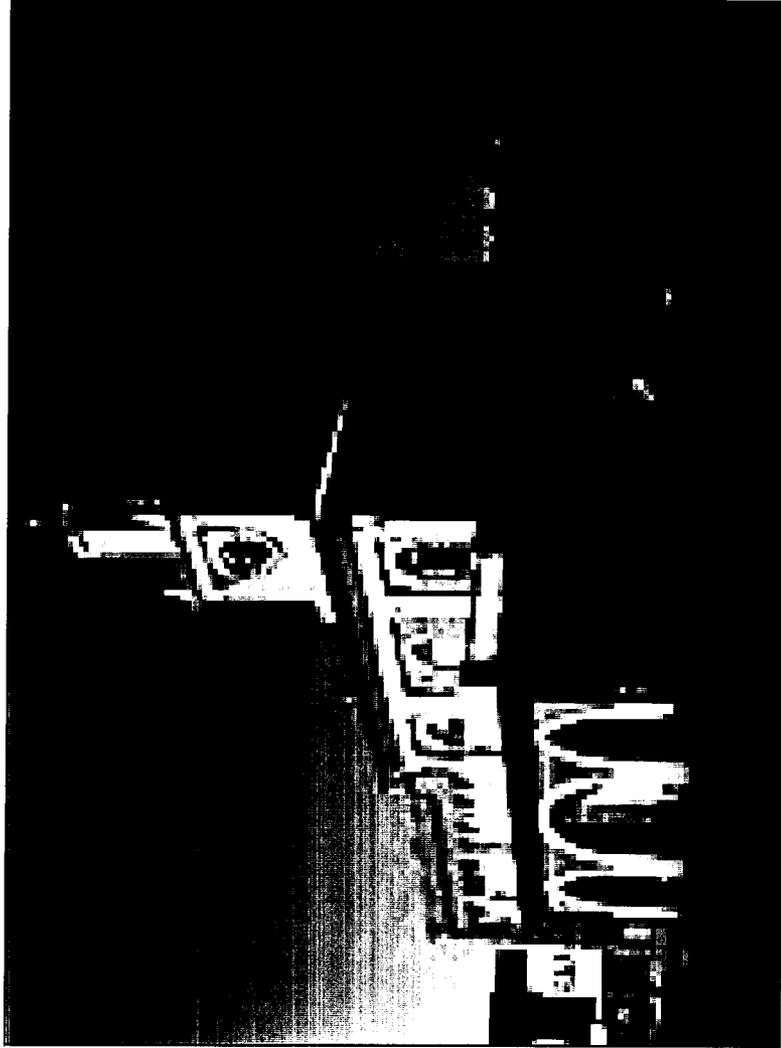
# Community Support

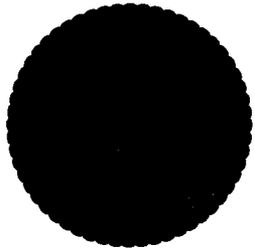


- One of five hottest housing markets in the nation
- Cost of living below national average
- Goal to become premiere school system in NC
- Community is expanding, and ready and capable of supporting new units



# Community Support





**Ft. Bragg/Pope AFB**



**AMERICA'S**

**"911"**

**CRISIS RESPONSE FORCE**



201 Hay St., 4<sup>th</sup> Fl., Fayetteville, NC 28301  
(910) 483-8133 Fax: (910) 483-0263

June 23, 2005

The Honorable Anthony J. Principi  
Chairman  
Base Realignment and Closure Commission  
2521 South Clark Street – Suite 600  
Arlington, Virginia 22202

VIA E-MAIL  
and MAIL

Dear Chairman Principi:

The communities surrounding Ft. Bragg and Pope AFB are among the most patriotic and supportive military communities in the nation. We have developed a civilian-military relationship that has strengthened over the years, especially as our military has been called upon again and again to respond to crisis and deploy rapidly to protect our nation's interests around the world. We are very proud of our military forces and they are an integral part of our community.

The Airborne and Special Operations Forces at Ft. Bragg, combined with the deployment and contingency response capability at Pope AFB, are America's 911 Crisis Response Team. They are normally the first to be called when the President asks for a military response and they have responded to every crisis since the early 1980s. We have watched hundreds of aircraft land and deploy forces in support of these operations.

We are very pleased with the BRAC recommendation to move U.S. Forces Command and Army Reserve Command headquarters to Ft. Bragg/Pope AFB. This makes a lot of sense by co-locating headquarters that work together in a secure installation that has the capability to handle them. Establishing an additional Brigade Combat Team will also enhance the warfighting and power projection capability of the installation. We can assure you that the community fully supports these moves and has the capacity to handle their requirements.

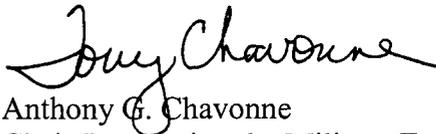
Our concern is with the Air Force proposal to realign Pope AFB, disestablish the 43rd Airlift Wing, replace it with a Reserve C-130 Squadron and transfer the installation to the Army. After a careful review, we believe mistakes were made in the decision process and that selection criteria were not weighted properly based on OSD BRAC guidance. This resulted in joint training and warfighting installations, such as Pope AFB, receiving low ratings, especially in regard to deployments and surge capabilities.

The Honorable Anthony J. Principi  
June 23, 2005  
Page Two

Our representatives will address members of your commission on June 28, 2005 at the regional hearing in Charlotte, and we welcome that opportunity, however we felt that you and your staff would like the opportunity to review the attached information and proposal assessment prior to the hearing.

Thank you for taking on the responsibility in this BRAC process for ensuring that our combat capability is not hindered or diminished as the Department of Defense reduces the overage in infrastructure that currently exists. This is a very tough task and this community is ready to stand by and support your final decisions.

Sincerely,



Anthony G. Chavonne  
Chair-Leveraging the Military Task Force



William A. Martin  
President